

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: November 4, 2020

CAO File No. 0220-05762-0003
Council File No. 20-0941
Council District: 3, 6, 8, 10, 12, 13,
14, 15

To: The City Council

From: Richard H. Llewellyn, Jr., City Administrative Officer

Reference: State Homekey NOFA

Subject: **Report Back and Award Recommendations on the Request for Proposals to Select Owner/Operators for City Project Homekey Sites**

SUMMARY

This report outlines the Project Homekey Owner/Operator Request for Proposals (RFP) process and results, provides funding and award recommendations, and actions necessary to implement the ownership transfer and operationalization of 10 City Project Homekey sites that were approved for acquisition by the Mayor and Council on October 21, 2020.

RECOMMENDATIONS

That the City Council, subject to the approval of the Mayor,

1. APPROVE the Project Homekey Owner/Operators listed in Attachment 1 for a total cost of \$27,168,577 to fund operating and rehabilitation costs for 10 sites with 536 beds through June 30, 2022;
2. AUTHORIZE the City Administrative Officer to direct the Los Angeles Homeless Services Authority (LAHSA) to enter into a Sole Source Contract People Assisting the Homeless (PATH) for the Travelodge Normandie Site in Council District 15 located at 18606 Normandie Avenue, Los Angeles, CA 90248, subject to the approval of the City Attorney as to form;
3. APPROVE \$2,329,620 in Emergency Solutions Grant (ESG) – COVID Fund No. 517 for the Housing Authority of Los Angeles (HACLA) designated Super 8 Project Homekey site located at 7631 Topanga Canyon Blvd., for operating costs for 52 beds for 18 months;
4. APPROPRIATE up to \$18,259,029 in the ESG – COVID Fund 517, Department No. 43, Account Nos. To Be Determined to fund LAHSA contracts for services and life safety and accessibility upgrades in the amounts detailed in Attachment 1;
5. AUTHORIZE the City Administrative Officer or designee, to accept Project Homekey awards

from HACLA and deposit these in the new Special Fund entitled, "State Homekey Program Operating Subsidy," within Department No. 10;

6. APPROPRIATE up to \$8,655,000 in the Special Fund "State Homekey Program Operating Subsidy" in the amounts detailed in Attachment 1 upon receipt of the funds from the State, to be dispersed to the City from HACLA, to fund the LAHSA contracts for in the amounts detailed in Attachment 1;
7. AUTHORIZE Controller to grant the Housing and Community Investment Department access to the State Homekey Program Operating Subsidy Department 10 Special Fund in order to make transfers to LAHSA for the contracts for services in the amounts detailed in Attachment 1;
8. AUTHORIZE the City Administrative Officer or designee, to negotiate and execute escrow documents, covenant/regulatory agreements, and any other documents necessary to implement Project Homekey property ownership transfers to the ten recommended Owner/Operators listed in Attachment 1, subject to the approval of the City Attorney as to form;
9. AUTHORIZE the City Administrative Officer to select the next highest scoring proposer for any of the sites listed in Attachment 1 in the event that one of the recommended Owner/Operators withdraws;
10. DIRECT the City Administrative Officer to report back on additional properties that the Housing Authority of the City of Los Angeles is able to purchase on behalf of the City with the balance of the \$150 million reserved within the COVID-19 Federal Relief Fund No. 63M after property assessments have been completed; and,
11. AUTHORIZE the City Administrative Officer to prepare Controller instructions or make necessary technical adjustments, including the names of Special Fund appropriation accounts recommended in this report, consistent with the Mayor and Council action on this matter, and authorize the Controller to implement these instructions.

BACKGROUND

In August 2020, the City Council and Mayor approved recommendations relative to the State of California Project Homekey Notice of Funding Availability (NOFA). These recommendations authorized the City, with HACLA as the lead applicant, to apply for a State Homekey Program match of up to \$133,444,175 to acquire 16 properties with 842 units and \$11,791,500 in operating subsidies. The approved recommendations also set aside up to \$30 million in Emergency Solutions Grant-COVID (ESG-COVID) funding for urgent rehabilitation needs for successful Project Homekey properties, and authorized the City Administrative Officer (CAO) to issue an RFP to select qualified Owner/Operators for sites approved for Project Homekey NOFA funding (C.F. 20-0941).

To date, HACLA and the City have been awarded \$108,241,772 to acquire 14 sites, and

\$10,029,000 in operating subsidies from the State Homekey Program. One (1) property had to be removed from consideration due to appraisal issues. The remaining property is on the state's waitlist. The City and HACLA plan to acquire a total of 15 properties. The state has urged HACLA and the City to close on the acquisitions as soon as possible. Based on the most recent HACLA due diligence schedule, we expect that all state funded properties will close no later than December 15, 2020.

Of the 14 sites that have been reserved for State match funding, ten (10) sites will be operated as interim housing under the purview of the City and the Los Angeles Homeless Services Authority (LAHSA) for a minimum of three (3) years and a maximum of five (5) years, with City regulatory documents recorded to restrict the use of the property for 55 years. This Office issued the RFP to select Owner/Operators for these sites on September 28, 2020 (Attachment 2).

On October 21, 2020, the Mayor and City Council approved further recommendations from this Office authorizing the purchase of the 10 properties, setting aside up to \$40,669,903 in State and City match funding for acquisition and \$22 million in Emergency Solutions Grant (ESG) – COVID funds for services and operations. State Project Homekey awards will subsidize a portion of services and operations for first two (2) years along with the ESG – COVID funds that were authorized. These set asides, including the \$30 million in ESG – COVID funds for urgent rehabilitation needs that was approved in August 2020, are further detailed in Attachment 1 of this report and will fully fund the cost of operations at the 10 City controlled properties for the first two (2) years.

RFP OVERVIEW: PURPOSE AND REQUIREMENTS

RFP Purpose

The City's goal is to expand the inventory of interim housing opportunities for persons experiencing homelessness residing within 500 feet of a freeway overpass, underpass or ramp, those who are 65 years of age or older, and those who are otherwise vulnerable to COVID-19. The purpose of the RFP was to select Owner/Operators for the ten (10) sites that HACLA is in the process of acquiring on behalf of the City in order to serve the target population.

Summary of RFP Provisions

The RFP specified that the City will provide funding for interim housing client services and building operations for a maximum of five (5) years. In addition to operations, selected Owner/Operators will be required to complete accessibility and life safety upgrades on a reimbursement basis with funding provided by the City. Each site must comply with the minimum accessibility standards as defined by the California Building Code (CBC) Chapter 11A and 11B and federal disability laws. City funding for the required accessibility and life safety upgrades, building operations, and client services will be administered through a contract between the selected Owner/Operators and the Los Angeles Homelessness Services Authority (LAHSA). The City will verify accessibility and life safety upgrades through a third party agency before LAHSA reimburses selected Owner/Operators for these costs. Estimated costs and requirements for the accessibility and life safety upgrades for each site were provided by a HACLA consultant and were provided as addenda to the RFP. HACLA is in the process of acquiring the sites and is working

with the Department of Building and Safety to obtain the applicable permits for the properties. HACLA has also contracted with an architectural firm to develop architectural renderings for the required accessibility and life safety upgrades that will be provided to the selected Owner/Operators at the time of ownership transfer.

The RFP additionally required that proposers provide a plan to convert the site to permanent supportive and/or affordable housing following the initial interim housing operation period of three (3) to five (5) years. Proposers were required to outline this plan with the assumption that no additional funding would be provided by the City beyond the interim housing period.

RFP Minimum Requirements

The State Project Homekey NOFA provided specific guidance on minimum program requirements for sites acquired with Project Homekey funds, including a scope of required services for interim housing and mandated minimums for years of experience operating interim, permanent supportive, and affordable housing. All of these requirements were included as requirements in the RFP. Additionally, LAHSA reviewed the scope of services in the RFP and provided guidance on program and building operation requirements that were included as an attachment to the RFP (Attachment 3). Additionally, the RFP required that eligible proposers must be nonprofit organizations in good standing, as required by the ESG funding regulations.

PROJECT HOMEKEY OWNER/OPERATOR RFP PROCESS

On September 28, 2020, the CAO released the Project Homekey Owner/Operator RFP on the Los Angeles Business Assistance Virtual Network (LABAVN) (Attachment 2). The table below provides a list of key RFP milestones and dates:

<u>Milestone</u>	<u>Date</u>
RFP released on LABAVN	September 28, 2020
Proposers Conference	October 7, 2020
Proposal Due Date	October 19, 2020
Proposers Notified of Review Process Outcome	October 28, 2020
Appeals Due	October 30, 2020
Appellants Notified of Appeals Results	November 4, 2020

Outreach and Assistance to Proposers

Proposers were given the option to attend a Virtual Proposers Conference on October 7, 2020, to ensure they had all the necessary information to complete responsive proposals. Attachment 4 to this report provides the Proposers Conference presentation. 129 individuals registered to attend the conference.

In addition to the virtual session, the CAO accepted written questions throughout the RFP process and published responses to more than 200 questions in a Frequently Asked Questions (FAQ) document on the LABAVN.

RFP Responses and Review Process

Threshold Review

The CAO received 26 proposals from 10 agencies. All proposals were first reviewed according to the Threshold Review Checklist to ensure that they met minimal requirements for eligibility and included all information critical for RFP review (Attachment 4). Proposals that did not meet these requirements were not reviewed or scored. One (1) proposal did not meet the Threshold Review requirements. The remaining 25 proposals passed Threshold review and were scored.

Proposal Scoring

The remaining 25 proposals were reviewed by panels of three reviewers that included representatives from the CAO, the Chief Legislative Analyst (CLA), the Housing and Community Investment Department (HCID) and the following nonprofit organizations with experience in interim, permanent supportive and affordable housing: the Hilton Foundation, Shelter Partnership, and the Inner City Law Center. Scores were comprised of three criteria:

1. Demonstrated Experience and Capacity (40 points)
2. Site Specific Proposal (60 points)
3. Bonus Points (10 points)

Proposals could receive a maximum total score of 110 total points, including ten (10) point bonus for proposers who could provide non-City capital or service funding leverage, calculated as one (1) point for each five (5) percent of total proposed capital and operating costs during the initial interim housing period. The Site Specific Proposed Budgets were awarded points based on the lowest cost proposal receiving the highest amount of points and the highest cost proposals receiving the lowest amount of points. At least 70 points were required to be eligible for an award. Two (2) did not receive the minimum 70 points and were not considered for an award. 16 proposals were awarded bonus points. Of the remaining 23 proposals, the highest scoring proposals for each site are recommended as the selected Owner/Operator.

Sole Source Contract for Travelodge (Normandie)

No proposals were submitted for the Travelodge at 18606 Normandie Avenue, located in Council District 15. Pursuant to advice from the City Attorney, this Office recommends that the City Council approve a Sole Source determination and that we proceed with executing a contract and regulatory documents with People Assisting the Homeless (PATH).

Appeals

All proposers who were not selected were notified of the outcome of the review process on October 28, 2020. Selected proposers were notified of their award on October 29, 2020. Appeals were due on October 30, 2020. One (1) proposer submitted an appeal letter. Upon review, the appeal was not granted. The appealing agency was notified of the appeal results on November 4, 2020.

RECOMMENDED PROJECT HOMEKEY OWNER/OPERATORS

Based on the RFP scoring outcomes, this Office recommends a total of \$27,168,577 in funding for up to seven (7) organizations to own and operate ten (10) Project Homekey sites. Attachment 1

of this report provides further detail regarding the recommended funding sources, bed rate, estimated rehabilitation costs, and estimated closing dates for each site.

Table 1: Summary of Project Homekey Owner/Operator Recommendations

#	Site Name	Recommended Owner/Operator	State Operating Subsidy	City Match	Total through June 2022
1	Best Inn	The People Concern	\$417,450	\$712,377	\$2,259,654
2	EC Motel	Special Service for Groups, Inc. (SSG)	\$562,650	\$633,205	\$2,391,710
3	Econo Motor Inn	Volunteers of America Los Angeles (VOALA)	\$1,070,850	\$1,827,402	\$5,796,504
4	Howard Johnson	LA Family Housing	\$1,361,250	\$2,005,230	\$6,732,960
5	Panorama Motel	LA Family Housing	\$925,650	\$1,550,257	\$4,951,814
6	Hotel Solaire	Weingart Center Association	\$1,651,650	\$1,913,607	\$7,130,514
7	The Nest	Volunteers of America Los Angeles (VOALA)	\$744,150	\$1,269,890	\$4,028,080
8	Titta's Inn	National Community Renaissance of California and Union Station Homeless Services	\$889,350	\$1,121,222	\$4,021,144
9	Travelodge (Devonshire)	Volunteers of America Los Angeles (VOALA)	Site pending on State Homekey waitlist	\$3,684,219	\$7,368,438
10	Travelodge (Normandie)	People Assisting the Homeless (PATH) – Sole Source Contract	\$726,000	\$1,212,000	\$3,876,000
TOTAL			\$8,349,000	\$15,929,409	\$27,168,577

HACLA Designated Site Funding Recommendation

In addition to the recommended Owner/Operator selections and funding recommended in Table 1, this Office also recommends \$2,329,620 in ESG – COVID Funds to subsidize a portion of operations and services costs for the HACLA designated Super 8 Project Homekey site located at

7631 Topanga Canyon Blvd., for operating costs for 52 beds for 18 months. These beds will provide interim housing for the Homelessness Roadmap target population.

Protecting the City's Investment

This Office has been working with the City Attorney on the necessary regulatory documents to record against the property to protect the City's investment at ownership transfer. This will include an executed Promissory Note, and a Deed of Trust and Regulatory Agreement for each property. Additionally, this Office will coordinate with LAHSA and the selected Owner/Operators to execute the service agreements.

Additional Properties

In addition to Project Homekey acquisitions, this Office and HACLA have been assessing additional properties that can be purchased by December 30, 2020 using the remaining balance of the allocated \$150 million in COVID-19 Federal Relief Funds. This Office will report back on the status of these properties once the assessments are completed.

FISCAL IMPACT

There is no anticipated immediate impact to the General Fund at this time. All of the recommendations in this report will be funded with CARES Act funding through Fiscal Year 2022. Funding for subsequent fiscal years will be considered through the City's annual budget process, which is subject to Mayor and Council approval.

FINANCIAL POLICIES STATEMENT

The recommendations in this report comply with the City Financial Policies.

Attachments:

1. Homekey Recommendation Table
2. RFP
3. LAHSA Facilities and Building Standards
4. Proposers Conference Presentation

Site Name	Council District	Agency/Organization	Bed Count	Cost Per Bed Per Night	Project Homekey 2-year State Operating Subsidy	City ESG-COVID Operating Funding through June 2022	Total Operating Funding through June 2022	City ESG-COVID Funding for Accessibility and Life/Safety Upgrade Costs	Total Recommended Funding	Estimated Closing Date	Address
1 Best Inn	10	The People Concern	23	\$ 85	\$ 417,450	\$ 712,377	\$ 1,129,827	\$ 437,612	\$ 2,259,654	11/19/2020	4701 W. Adams Blvd., Los Angeles, 90018
2 EC Motel	8	Special Service for Groups, Inc. (SSG)	31	\$ 67	\$ 562,650	\$ 633,205	\$ 1,195,855	\$ 146,488	\$ 2,391,710	11/19/2020	3501 S. Western Avenue, Los Angeles, 90018
3 Econo Motor Inn	6	Volunteers of America Los Angeles (VOALA)	59	\$ 85	\$ 1,070,850	\$ 1,827,402	\$ 2,898,252	\$ 306,041	\$ 5,796,504	12/2/2020	8647 Sepulveda Blvd., Los Angeles, 91343
4 Howard Johnson	3	LA Family Housing	75	\$ 78	\$ 1,361,250	\$ 2,005,230	\$ 3,366,480	\$ 329,313	\$ 6,732,960	11/19/2020	7432 Reseda Blvd., Los Angeles, 91335
5 Panorama Motel	6	LA Family Housing	51	\$ 84	\$ 925,650	\$ 1,550,257	\$ 2,475,907	\$ 490,490	\$ 4,951,814	12/2/2020	8209 Sepulveda Blvd., Los Angeles, 91402
6 Hotel Solaire	1	Weingart Center Association	91	\$ 68	\$ 1,651,650	\$ 1,913,607	\$ 3,565,257	\$ 544,585	\$ 7,130,514	11/6/2020	1710 7th St., Los Angeles, 90017
7 The Nest	13	Volunteers of America Los Angeles (VOALA)	41	\$ 85	\$ 744,150	\$ 1,269,890	\$ 2,014,040	\$ 257,184	\$ 4,028,080	11/5/2020	253 S. Hoover St., Los Angeles, 90004
8 Titta's Inn	14	National Community Renaissance of California and Union Station Homeless Services	49	\$ 71	\$ 889,350	\$ 1,121,222	\$ 2,010,572	\$ 125,659	\$ 4,021,144	11/19/2020	5333 Huntington Dr. N., Los Angeles, 90032
9 Travelodge (Devonshire)	15	Volunteers of America Los Angeles (VOALA)	76	\$ 84	Site pending on State Homekey waitlist	\$ 3,684,219	\$ 3,684,219	\$ 172,796	\$ 7,368,438	12/15/2020	18606 Normandie Ave., Los Angeles, 90248
10 Travelodge (Normandie)	12	To Be Determined - Sole Source Contract	40	\$ 84	\$ 726,000	\$ 1,212,000	\$ 1,938,000	\$ 80,000	\$ 3,876,000	11/10/2020	21603 Devonshire St., Los Angeles, 91311
SUBTOTAL City-controlled Sites			536	\$ 79	\$ 8,349,000	\$ 15,929,409	\$ 24,278,409	\$ 2,890,168	\$ 27,168,577		
11 Super 8 (HACLA Site) *	3		52		\$ 306,000	\$ 2,329,620	\$ 2,635,620	No City contribution	\$ 2,635,620	11/13/2020	7631 Topanga Canyon Blvd., Canoga Park, 91304
TOTAL			588		\$ 8,655,000	\$ 18,259,029	\$ 26,914,029	\$ 2,890,168	\$ 29,804,197		

* HACLA will cover acquisition and rehabilitation costs for the Super 8 and contract with LA Family Housing to operate the site as interim housing for up to 18-24 months. The recommended funding represents the City's contribution toward operating costs which will be provided for 18 months.



CITY OF LOS ANGELES

REQUEST FOR PROPOSALS TO SELECT OWNER/OPERATORS FOR PROJECT HOMEKEY SITES

Issued:

September 28, 2020

Deadline to Submit Proposals:

October 19, 2020 – 5:00 p.m.

Proposers Conference Date

October 7, 2020 – 3:00 p.m.

Issue Date	September 28, 2020
Proposers Conference	3:00 p.m. on October 7, 2020
Technical Questions	<p>Submit questions by <u>email ONLY</u> to: cao.homelessness@lacity.org</p> <p><u>Last day</u> to submit questions: October 14, 2020</p> <p>All questions and answers will be posted on the Los Angeles Business Assistance Virtual Network (LABAVN) site at https://labavn.org/, ID Number 40822</p>
Last Day to Upload Required Documents in LABAVN	7:00 p.m. on October 18, 2020
Proposal Submission Deadline	ELECTRONIC SUBMISSION: 5:00 p.m. on October 19, 2020
Submission Address	<p>ELECTRONIC SUBMISSION DUE 5:00 p.m. on October 19, 2020:</p> <ul style="list-style-type: none"> • Proposal must be submitted electronically in a single zip file by this deadline in a single zip file to: cao.homelessness@lacity.org • Use Subject Line: "PROJECT HOMEKEY RFP SUBMISSION: [AGENCY NAME] - [PROPERTY ADDRESS]" <p>HARD COPY SUBMISSION POSTMARKED NO LATER THAN October 21, 2020:</p> <ul style="list-style-type: none"> • Mail one (1) hardcopy with original signatures and one (1) electronic copy on a flash drive of each proposal to: <p style="text-align: center;">Office of the City Administrative Officer ATTN: Elyse Matson City Hall East, 200 N. Main St, Room 1500 Los Angeles, CA 90012-4190</p>

FISCAL YEAR 2020-21 REQUEST FOR PROPOSALS TO SELECT
OWNER/OPERATORS FOR PROJECT HOMEKEY SITES

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Attachments

1. Project Homekey – List of Properties and One-Page Summaries
2. LAHSA Facility and Operating Standards
3. Checklist of Required Forms
4. Proposal Summary Form
5. Required City Documents
6. Services and Operations Budget Template

I. Program Overview

A. Introduction

The City of Los Angeles (City) is seeking owner/operators for up to 11 properties that will be acquired through the State of California Homekey Program Notice of Funding Availability. The properties are hotels/motels intended to be used for interim housing for up to five (5) years, but no fewer than three (3) years. The City will provide services and operating funding for these sites for a maximum of five (5) years. The City's goal is to expand the inventory of interim housing opportunities for persons experiencing homelessness and impacted by COVID-19. This Request for Proposals (RFP) is intended to select qualified owner/operators who can successfully assume ownership, complete necessary accessibility and life safety upgrades, operate these sites as interim housing for up to five (5) years, and eventually convert the site(s) to permanent supportive and affordable housing.

B. Background

According to the 2020 Greater Los Angeles Point in Time (PIT) Count, there are 63,706 men, women and children experiencing homelessness in Los Angeles County. The majority, 41,290 (65 percent) are experiencing homelessness in the City, and 28,852 (70 percent) of these individuals are unsheltered. The COVID-19 pandemic further threatens unsheltered homeless persons with illness or death. In response to this crisis, the City and the County of Los Angeles entered into an agreement to jointly fund operations for 6,000 new interventions over five (5) years to house the unsheltered homeless population. The City will support the capital costs associated with establishing these interventions and 50 percent of the service costs, with the County paying the remaining 50 percent of service costs. The target population for these beds is persons experiencing homelessness residing within 500 feet of a freeway overpass, underpass or ramp, those who are 65 years of age or older, and those who are otherwise vulnerable to COVID-19.

On July 16, 2020, the State of California Department of Housing and Community Development (state) issued a Notice of Funding Availability (NOFA) for the Project Homekey Program (Homekey) for approximately \$600 million of grant funding to expand the inventory of housing for people experiencing homelessness or at risk of homelessness and impacted by COVID-19. \$550 million of these funds were provided from the state's direct allocation from the federal Coronavirus Relief Fund (CRF) and \$50 million were allocated from the state's General Fund to supplement the acquisition fund and provide initial operating subsidies for Homekey sites.

On August 13, 2020, the City, with the Housing Authority of the City of Los Angeles (HACLA), submitted applications to the state to purchase 16 properties with 824 units. As the lead applicant to the state, HACLA will acquire these properties on behalf of the City. The City will keep control of up to 11 of these properties with an estimated 610 rooms for the purpose of establishing interim housing for persons experiencing homelessness. The City has budgeted additional funds for needed accessibility and life safety upgrades and for operations as interim housing for up to five (5) years, after which these properties must be converted to permanent housing units. The City funding for upgrades, services and

operations will be administered under contracts with the Los Angeles Homeless Service Authority (LAHSA), a Joint Powers Authority between the City and County of Los Angeles.

C. Purpose

The purpose of this RFP is to select owner/operators (Selected Owner/Operators) for up to 11 properties that HACLA will acquire on behalf of the City. In addition to ownership of the properties, this RFP will also award funding for client services, building operations, and accessibility and life safety upgrades to be administered through LAHSA contracts.

These new beds will be prioritized for persons experiencing homelessness residing within 500 feet of a freeway overpass, underpass, or ramp, those who are 65 years of age or older, or are otherwise vulnerable to COVID-19.

Attachment 1 provides the list of properties and a one-page summary description of each property. Two (2) of the 11 properties are still pending due diligence review and the one page summary (ies) will be released as an addendum to this RFP upon completion of this review. Once physical needs assessments have been completed for each property, the City will also release these as addenda to the RFP. At the time of ownership transfer, the City also expects to provide permits for the property's change of use from transient occupancy to residential use as well as architectural renderings for the required accessibility alterations as proposed by the Los Angeles Building and Safety Department (LADBS).

HACLA will transfer ownership to the Selected Owner/Operators. The City will require each Owner/Operator to sign a Promissory Note (Note) requiring the Selected Owner/Operator to pay the full amount of the appraised value of each property, with zero (0) percent interest accruing during the term of the Note, and full repayment of the balance due upon the earlier of (a) closing of construction financing for conversion to permanent housing as detailed below, or (b) five (5) years from execution of the Note. Prior to payment of the Note coming due, and as part of an Owner/Operator's financing and operations plan for conversion to permanent housing or continued operation of interim housing, the City will consider making a traditional residual receipts loan to pay off any balance due under the Note, with repayment of this new loan to be made from project operations over an additional 55-year period. If conversion to permanent units proves infeasible, the City may consider making a service repayment loan to pay back the balance due under the Note.

Notwithstanding the foregoing, selection of an Owner/Operator under this RFP is not a guarantee of any future financial assistance from the City to repay the Note. Owner/Operators are expected to seek outside funding sources for any future conversion to permanent housing or continued operation of interim housing after the initial 3-5 year interim housing operating period. Any future City financial assistance the City may choose to provide at a future date will be subject to the City's review and approval of an overall proposal, including but not limited to a budget and other details for any future construction and operations, Owner/Operator's success in finding outside funding sources, and any other conditions the City may require at the time the request is made. Selection for future City financial assistance shall also be subject to the availability of City funding at the time

of the request, and may require an application for funding from an Owner/Operator as part of a competitive procurement process.

The City will also require recordation of two other documents through escrow as part of the transfer of title to each Owner/Operator:

1. A Deed of Trust securing amounts due under the Note, and authorizing the exercise of remedies against the property for any breach of the Note or the Regulatory Agreement described below.
2. A Regulatory Agreement restricting use of the property to interim or permanent supportive/affordable housing for fifty-five (55) years of project operations, first for use as interim housing, and for the remainder of the term as interim or permanent/affordable housing, depending on agreed-upon plans for future use of the property between the Owner/Operator and the City. The initial period for use as interim housing shall be for a minimum of three (3) years and a maximum of five (5) years. Prior to expiration of the initial period of interim use, the Selected Owner/Operator shall work to secure funding sources for conversion of the property to permanent/affordable housing. At the time of conversion, the property must remain affordable for 55 years and a minimum of 50 percent of the units must be permanent supportive units. Upon agreement with the City and as part the conversion to permanent units, regulatory agreements may be amended to either convert the building to permanent housing units, subject to additional regulatory agreements/covenants recorded against the property as part of new entitlements or financing, or to continue use as interim housing if conversion to permanent housing proves infeasible.

The Regulatory Agreement shall record on title in first position, and the Deed of Trust shall record immediately thereafter.

After the initial interim housing operating period, each Owner/Operator shall be responsible to secure other available sources of capital and operating funding for the conversion to permanent housing funding, or ongoing interim housing operating funding if conversion to permanent housing proves infeasible. Nothing within this RFP shall serve as a guarantee of any future City funding for conversion of a property to permanent affordable housing, or for continued funding of interim housing operations, after the initial interim housing operating period.

II. Eligible Proposers

Proposers must demonstrate fiscal and budgetary capacity to operate interim housing. The Selected Owner/Operator will be required to demonstrate, at minimum, the experience outlined in RFP Section V.B-C. The proposer may meet these requirements directly or may partner with other organizations with the required experience.

Entities eligible to submit proposals to the RFP should be one of the following:

- Nonprofit entities or other public entities qualified to conduct business in California and in the City of Los Angeles, and in good standing with applicable regulatory oversight agencies.
- Proposers must demonstrate fiscal and budgetary capacity to operate interim housing.
- Partnerships among entities with services/operations, rehabilitation/development and property management experience.
- The proposer must be a non-profit entity.

III. Scope of Required Services

A. Interim Housing Program Client Services

Funding will be provided through a contract with LAHSA, which as a Joint Powers Authority between the City of Los Angeles and the County of Los Angeles, coordinates homeless services and housing across the majority of Los Angeles County. The Selected Owner/Operator will be responsible for operating an interim housing program at the awarded site(s) for a minimum of three (3) years with a maximum of five (5) years. These services may be provided by the Selected Owner/Operator directly or through partners or subcontractors. The City will provide services and operating funding for a maximum of five (5) years. The City expects the total cost of interim housing program client services and building operations (described in RFP Section III.B below) to range between \$55 and \$85 per room per day. In order to ensure the lowest cost to the City, proposed budgets will be ranked and scored as described in RFP Section VI.C.2.2.b.i to determine the amount of services and operations funding awarded for each site.

As described below, the Selected Owner/Operator will ascribe to the principles of Housing First, Trauma-Informed Care, and Harm Reduction, all evidence-based approaches to effectively serve the homeless population in these properties.

Housing First:

Projects must be operated according to the Housing First approach, meaning that no prerequisites such as employment or sobriety for a household will be required to receive interim housing services and a permanent housing placement. When creating housing plans for interim housing residents, the Selected Owner/Operator must assume all clients are 'housing ready' and can achieve stability in permanent housing with differing levels of support.

Trauma Informed Care:

Selected Owner/Operators must incorporate the principles of trauma-informed care into service plans. Trauma informed care is defined as approaching service provision with a thorough understanding of the specific impact that trauma has on each household receiving services. Selected Owner/Operators must treat every program participant and household according to their unique traits, needs, strengths, risk factors, and engagement style, and will ensure staff and volunteers are trained to respond to clients in a way that accounts for each participant's history, needs, and characteristics.

Harm Reduction:

Facilities awarded through this RFP must be operated according to the harm reduction model, ensuring that participants will not face loss of housing, ineligibility, or termination from the program due to their inability to stop engaging in risky or harmful behaviors, aiming instead to reduce the negative consequences of such behavior, utilizing all possible interventions and support. In support of this model, the Selected Owner/Operator's staff will have received intervention training in the case of emergencies caused by substance abuse, including the administration of Naloxone to reverse the effects of opioid overdose. The Selected Owner/Operator will also directly, or through partners or subcontractors, provide access to clinical staff, including Licensed Clinical Social Workers, Masters of Social Work, Marriage and Family Therapists, and other mental health professionals to address the psychological stressors that often underlie such harmful behaviors, thereby preventing or reducing negative consequences.

Other Requirements:

The Selected Owner/Operator will provide the following services on or off site:

1. Mental and physical (primary) health services
 - Staff and volunteers must be regularly trained on common physical (primary) and mental health problems of people experiencing homelessness and how to obtain needed and appropriate services.
2. Substance use disorder services
 - Residents must be provided with access to substance use disorder services. This must include, at minimum, providing regular training about substance use disorders and how to obtain needed and desired services as appropriate.
3. Employment
 - Selected Owner/Operators must commit to encouraging and supporting resident interest in obtaining employment and facilitating connections to desired services that will engage residents in job skills training and placement as appropriate.
4. Program Intake
 - Selected Owner/Operators must allow for intake of new residents at least five (5) days a week during regular business hours and as long as beds are available. If beds are not available, and an individual who is homeless or at risk of homelessness requesting services is willing to complete the Coordinated Entry System (CES) assessment process, operators will be required to complete this assessment.
5. Problem Solving/Diversion
 - Selected Owner/Operators must agree to assess potential residents for the possibility of diversion to assist them to self-resolve their housing crisis, and/or make reasonable efforts to re-connect with supportive family and/or friends who could temporarily or permanently house the potential resident.
6. Case Management and Support Services
 - Selected Owner/Operators will be required to provide a plan to provide Housing-Focused Case Management Services to assist residents to move forward in accessing permanent housing through referrals to housing programs (such as Rapid Rehousing, Permanent Supportive Housing,

affordable housing, etc.). This includes but is not limited to support with completing housing applications, accompanying the resident to housing appointments and/or leasing appointments, and other support associated with the housing placement process.

7. Housing and Services Plan

- Following intake and assessment, Case Managers must develop a Housing and Services Plan in coordination with the participant. The Plans will be updated as the participant's situation changes, and steps are completed or revised accordingly.

8. Service Animals

- Facilities must be equipped to accommodate participants' service animals and animal companions, ensuring low-barrier access and a welcoming, non-discriminatory space for people with disabilities.

9. Meals

- Meals, including specialized meals for those with dietary restrictions, must be provided three (3) times per day for each resident.

10. Coordinated Entry System

- To ensure that the participants at these facilities have access to other funding services and housing available through the Los Angeles Continuum of Care Coordinated Entry System (CES), Selected Owner/Operators must either operate as collaborative partners within the CES for individuals, youth, and families, as applicable, or partner with a CES collaborative partner(s) in their area.

B. Building Operations

1. The City will provide funding for building operations during the interim housing operating period. The City expects the total cost of interim housing program building operations and client services (described in RFP Section III.A above) to range between \$55 and \$85 per room per day. The City will rank and score proposed budgets as described in Section VI.C.2.2.b.i to determine the amount of services and building operations funding awarded for each site. The Selected Owner/Operator will be responsible for the management of the property in a manner that creates a friendly, welcoming and respectful community according to LAHSA's Facilities and Operating Standards, (Attachment 2) and including the following:

- a. Maintaining an annual budget that ensures sufficient funding reserves.
- b. Budget must include: administration, staffing, maintenance, repairs, janitorial, insurance, security, utilities, supplies, trash, extermination, taxes, fees, landscaping, elevator maintenance and other contracts.
- c. Overseeing regular cleaning and maintenance.
- d. Scheduling inspections, if necessary, and responding promptly to deficiencies.
- e. Annual reporting as required in the services and operations contract.

2. Other Building Operations Requirements

- a. Initial occupancy vacancies:

- i. If the property is vacant at the time ownership transfer, the Selected Owner/Operator will be required to occupy the rooms within 90 days of ownership transfer as follows:
 - 1. The Selected Owner/Operator must coordinate with LAHSA to confirm that all occupants are from the Project Homekey target population of persons experiencing homelessness residing within 500 feet of a freeway overpass, underpass or ramp, those who are 65 years of age or older, and those who are otherwise vulnerable to COVID-19.
 - ii. If the property is occupied as a Project Roomkey site, alterations must be completed within 90 days of acquisition as occupants transition to permanent housing.
 - iii. In order to promote racial equity in access to these new interim housing beds, Selected Owner/Operators must also use an adapted Project Roomkey prioritization strategy, described further in RFP Section V.D.
- b. Alterations and Improvements – Funding for Accessibility Life Safety Upgrades

The City will provide funding for alterations to meet life safety standards and accessibility requirements described below.

Once physical needs assessments have been completed for each property, the City will release these as addenda to the RFP. At the time of ownership transfer, the City also expects to provide permits for the property's change of use from transient occupancy to residential use as well as architectural renderings for the required accessibility alterations as proposed by the Los Angeles Building and Safety Department (LADBS). Each site must comply with the minimum accessibility standards as defined by California Building Code (CBC) Chapter 11A and 11B and the Americans with Disabilities Act, Title II.

- i. 10 percent of units will be equipped with mobility features; and
- ii. Four (4) percent of units will be equipped with communication features.

In addition, developments shall adhere to either the Uniform Federal Accessibility Standards (UFAS) standards, 24 C.F.R. Part 8, or HUD's modified version of the 2010 ADA Standards for Accessible Design (Alternative 2010 ADAS), HUD-2014-0042-0001, 79 F.R. 29671(5/27/14) (commonly referred to as "the Alternative Standards" or "HUD Deeming Memo"). Accessible units shall, to the maximum extent feasible and subject to reasonable health and safety requirements, be distributed throughout the project and be available in a sufficient range of sizes and amenities consistent with 24 CFR Section 8.26.

Once the properties are converted to permanent housing units, heightened accessibility requirements will be mandated in accordance with the City accessibility requirements for permanent housing at that time.

If the subject property is unoccupied at the time of purchase, Selected Owner/Operators will be required to complete alterations immediately, and not more than 90 days after acquisition. If the property is occupied as a Project Roomkey site, alterations must be completed within 90 days of acquisition as occupants transition to permanent housing, so that no occupants are displaced as a result of the alterations.

Project Homekey funds may be subject to applicable labor wages including the Federal Davis-Bacon and/or California's Prevailing Wage and Equal Opportunity standards. Proposers are urged to seek professional legal advice about the law's requirements. Prior to disbursing Project Homekey funds, the City will require a certification of compliance with California's prevailing wage law. The certification must verify that prevailing wages have been or will be paid (if such payment is required by law), and that labor records will be maintained and made available to any enforcement agency upon request. The certification must be signed by the Selected Owner/Operator prior to disbursement of funds, as well as by any Selected General Contractor after one is selected.

As described above, funding for required Accessibility and Life Safety upgrades for each property will be included in the Owner/Operator's Agreement with LAHSA. The Agreement must include a detailed description and budget for the scope of work required for the upgrades. A contractor engaged directly by the City will monitor the alterations for compliance and completion.

C. Conversion to Permanent Housing

After a minimum of three (3) years of interim housing operations and a maximum of five (5) years, the Selected Owner/Operator must secure the financing to convert and operate the property as permanent affordable housing (unless conversion proves infeasible), with a minimum of 50 percent of the units designated as permanent supportive housing. If conversion to permanent units is infeasible, the Regulatory Agreement will require the property to continue in service as interim housing. Repayment of the Note, and the terms and limitations of any future City financial assistance to help with such repayment, is outlined in further detail in RFP Section I.C above.

IV. Proposal Guidelines

A. Proposal Requirements

1. Cover Letter

Proposals must include a cover letter. The cover letter will serve as an executive summary of the proposal's major points and must be signed by a principal or officer authorized to represent and commit to a binding agreement on behalf of the proposer's organization. The cover letter must be no longer than two (2) pages, single-spaced, and must include the name, address, phone number and email address of the lead organization's contact person.

2. RFP Response and Executed Forms

Proposals shall include all required forms and disclosures detailed in the checklist provided in Attachment 3 – Checklist of Required Documents. Forms that require signature(s) shall be signed by a principal or officer authorized to represent and commit to a binding agreement on behalf of the proposer(s).

Responses and executed forms are to be organized in the order detailed and clearly labeled according to the checklist in Attachment 3 – Checklist of Required Documents.

3. Registration on LABAVN

In order for a proposal to be considered by the CAO, the proposer must be registered with the Los Angeles Business Assistance Virtual Network (LABAVN) via the LABAVN website (www.labavn.org). In addition, for proposal submissions to be complete, proposers will be required to fill out and upload two City forms to the LABAVN site, as detailed in Attachment 5 – Required City Documents. The full proposal, not including the two City forms specified above, will not be accepted via the LABAVN site and must be submitted as directed in the Proposal Procedures RFP Section IV.B. The LABAVN ID for this project is 40822.

In order to view this project in LABAVN, proposers will need to be registered in LABAVN under one or more of the following NAICS Codes:

- 236116: New Multifamily Housing Construction
- 236117: New Housing Operative Builders
- 238290: Other Building Equipment Contractors
- 238910: Site Preparation Contractors
- 531311: Residential Property Managers
- 531390: Other Activities Related to Real Estate
- 624110: Child and Youth Services
- 624120: Services for the Elderly and Persons with Disabilities
- 624190: Other Individual and Family Services
- 624210: Community Food Services
- 624229: Other Community Housing Services
- 624230: Emergency and Other Relief Services
- 624310: Vocational Alterations Services

4. Conditions

The CAO reserves the right to request additional information from proposers, reject any and all proposals, waive irregularities in the proposal requirement process or cancel the RFP. By submitting a proposal, proposers acknowledge and agree to the terms and conditions of the RFP and to the accuracy of the information a proposer submits in response to the RFP. All proposal packages become the property of the CAO and will not be returned. The Policies and Procedures of the City of Los Angeles are incorporated in this RFP by reference.

5. Other Proposal Requirements

The City prefers concise proposal(s) addressing only the specific information requested in the RFP. All proposal(s) must be submitted in the format and order described in Attachment

3 – Checklist of Required Documents. To ensure that each proposal is reviewed and evaluated properly, it is important that proposers follow the format described in the RFP closely. Proposal(s) must address all requirements of this RFP.

Any proprietary information in the proposal must be identified as such by the proposer. Documents submitted to the City are generally subject to the California Public Records Act and unless exempt from disclosure, must be made available to members of the public upon request. However, upon specific written request by proposer for exemption, documents that have been marked “Confidential,” “Trade Secret” or “Proprietary” submitted in response to this RFP may be kept confidential until the City makes a final determination to proceed with Owner/Operator selection. In the event that such exemption is claimed, the proposal must state: “(Name of Proposer) shall indemnify the City and hold it and its officers, employees and agents harmless from any claim or liability and defend any action brought against the City for its refusal to disclose copyrighted material, trade secrets or other proprietary information to any person making a request thereof.” Failure to include such a statement shall constitute a waiver of the Proposer’s right to exemption from disclosure.

Confidential records may be returned to the proposer(s) if so requested following the completion of selection. In the event the City is required to defend an action under the California Public Records Act, with regard to a request for disclosure of proposal documents marked “Confidential,” “Trade Secret” or “Proprietary,” the proposer who submitted and so marked such document(s) agrees to defend and indemnify the City of Los Angeles from all costs and expenses of such defense, including reasonable attorney’s fees or attorney’s fees awarded by a court arising out of such action.

B. Proposal Procedure

1. Proposal Period

- a. **This RFP will be open for submissions until 5:00 p.m. on Monday, October 19, 2020.** No late submissions will be accepted. **All proposals must be emailed to:**

CAO.homelessness@lacity.org

Subject Line: “PROJECT HOMEKEY RFP SUBMISSION: [AGENCY NAME] – [PROPERTY ADDRESS]”

Hard Copy Submissions must postmarked no later than Wednesday, October 21, 2020: One (1) hardcopy with original signatures and one (1) electronic copy on a flash drive of each proposal to:

Office of the City Administrative Officer
ATTN: Elyse Matson
City Hall East, 200 N. Main Street, Room 1500
Los Angeles, CA 90012-4190

b. Proposers Conference

The Proposers Conference will be held over Zoom at 3:00 p.m. on **Wednesday, October 7, 2020**. Registration information will be sent to proposers that view and download the RFP from the LABAVN.

Proposers Conference attendance is not mandatory in order to submit a proposal.

c. Questions

All questions, inquiries and requests for clarification regarding the RFP must be submitted in writing to CAO.homelessness@lacity.org.

All questions and requests for clarification regarding this RFP must be received **by this email address on or before Wednesday, October 14, 2020**. The CAO's staff will not respond directly to requests, but will post questions and answers to the RFP on LABAVN. The last posting of RFP questions and answers will be no later than **Friday, October 16, 2020**.

2. Post-Submission

a. Threshold Review

All proposals will be reviewed to ensure they meet all threshold and eligibility requirements (RFP Section VI.B). Proposals that do not meet threshold requirements will be deemed non-responsive and will not be scored.

Proposals must meet the following requirements in order to be scored:

- i. Proposal submission must include all items described in the Threshold Package (RFP Section VI.B), including satisfactory completion of all Los Angeles Business Assistance Virtual Network (labavn.org) requirements; and
- ii. Proposers cannot currently be involved in any City-funded projects or projects of other public lenders that are making poor progress towards completion.
- iii. This proposal must be achievable within the proposers' existing financial and administrative capacity and experience.
- iv. The proposer must not be subject to any adverse findings that would prevent the proposer from completing the projects. Such findings could include, but are not limited to:
 - a. Out-of-compliance with City of Los Angeles business practices.
 - b. Removal or involuntary exit of the proposer or any of its principals, from an ownership position in any publicly funded residential, commercial or industrial project.
 - c. Arson conviction or pending arson case.
 - d. Harassment conviction or pending harassment case.
 - e. Federal, State, City or private mortgage foreclosure proceedings or arrears.
 - f. In remedial foreclosure, subject to sale from tax lien or currently in substantial tax arrears.
 - g. Defaults with Federal, State or City-sponsored program(s).

- h. Federal Debarment. Proposers involved in cases of debarment, suspension or proposed for debarment, declared ineligible or voluntarily excluded by any Federal department or agency from doing business with the Federal Government.
- i. A record of substantial building code violations or litigation filed against properties owned or managed by the proposer or by any entity or individual that is directly associated with the proposer.
- j. Involvement in past or pending voluntary or involuntary bankruptcy proceedings.
- k. Involvement in litigation with the City of Los Angeles.
- l. Conviction of fraud, bribery or grand larceny.

b. Notification

The City expects to notify all proposers in writing of the results of proposal evaluations on October 28, 2020.

c. Appeals

The City will notify all proposers in writing via email of their right to file an appeal and the appeals process. Appeals must be emailed to the City no later than two (2) business days after the proposers are notified of evaluation results.

Only one appeal per proposal will be permitted. Proposers may appeal procedural issues only. Appeals of scoring will not be permitted. Written appeals may not include any new or additional information that was not submitted with the original proposal.

d. Final Funding Recommendations

Final funding recommendations require approval by the Mayor and City Council.

C. Proposal Conditions

1. All costs of the proposal preparation, including site visits if applicable, shall be borne by the proposer's agency. The City shall not, in any event, be liable for any pre-contractual expenses incurred by the proposer in the preparation or submission of the proposal. The proposer shall not include any such expense as part of the proposal budget.
2. The proposal must set forth full, accurate, and complete information as required by this RFP. Incomplete proposals will be deemed non-responsive and will not be scored.
3. Proposers may submit proposals for more than one site; however, a separate proposal package must be submitted for each site and each proposal package must be complete and must stand on its own.
4. If the City receives more than twenty (20) total proposals from five (5) or more qualified proposers, each proposer will be subject to a maximum project award of three (3) sites. Otherwise, the City will award each site to the proposer with the highest numeric score. Proposers applying for more than one (1) site must include

- a justification of the proposer's capacity to meet the requirement to occupy 50 percent of rooms in each awarded site within 90 days of ownership transfer.
5. Proposals may be withdrawn by the proposer by written request at any time up to the time of the funding award, if applicable.
 6. It is the sole responsibility of the proposer(s) to ensure that proposal(s) are delivered and received by the CAO on time. Delays due to internal routing or misdirected proposal(s) shall be the responsibility of the proposer.
 7. Proposals must be signed in the name of the proposer and must bear the signature of the person authorized to submit proposals on behalf of the proposer.
 8. Proposals must be complete in all respects as required by the instructions contained in the RFP. A proposal may be rejected by the CAO if it is incomplete or if it contains alterations of form or other irregularities not approved by the CAO. A proposal will be rejected if, in the opinion of the CAO, the information contained in the proposal is intended to mislead the CAO in the evaluation of the proposal.

V. Requirements of the Selected Owner/Operator

In addition to the following, Selected Owner/Operators will be required to comply with all of the City's general contracting requirements as outlined in this RFP, and in the attachments to this RFP.

A. Promissory Note, Deed of Trust, and Regulatory Agreement

1. HACLA will transfer ownership to the Selected Owner/Operators once the following conditions have been met:
 - a. Each Selected Owner/Operator will be required to sign a Promissory Note (Note), requiring the Selected Owner/Operator to pay the full amount of the appraised value of each property, with zero (0) percent interest accruing during the term of the Note, and full repayment of the balance due upon the earlier of:
 1. Closing of construction financing for conversion to permanent housing as detailed below; or
 2. Five (5) years from execution of the Note.

Prior to payment of the Note coming due, and as part of the Selected Owner/Operator's financing and operations plan for conversion to permanent housing or continued operation of interim housing, the City may consider making a traditional residual receipts loan, allowing the Selected Owner/Operator to repay any balance due under the Note, from project income over an additional 55-year period, and subject to other conditions for approval of City financing at that time. If conversion to permanent units proves infeasible, the Regulatory Agreement will require the property to continue in service as interim housing, and the City may consider making a service repayment loan to repay any balance due under the Note. Repayment of the Note, and the terms and limitations of any future City financial assistance to help with such repayment, is outlined in further detail in RFP Section I.C. above.

- b. The City will also require recordation of two other documents through escrow as part of the transfer of title to each Owner/Operator:

- i. A Deed of Trust securing amounts due under the Note, and authorizing the exercise of remedies against the property for any breach of the Note or the Regulatory Agreement described below; and
 - ii. A Regulatory Agreement restricting use of the property to interim or permanent supportive/affordable housing for fifty-five (55) years of project operations, first for use as interim housing, and for the remainder of the term as interim or permanent supportive and affordable housing, depending on agreed-upon plans for future use of the property between the Owner/Operator and the City. The initial period for use as interim housing shall be for a minimum of three (3) years and a maximum of five (5) years.
2. Prior to expiration of the initial interim housing period, Owner/Operator shall work to secure funding sources for conversion of the property to permanent supportive and affordable housing. At the time of conversion, the property must remain affordable for 55 years and a minimum of 50 percent of the units must be permanent supportive units. Upon agreement with the City and as part the conversion to permanent units, regulatory agreements may be amended to either convert the building to permanent housing units, subject to additional regulatory agreements/covenants recorded against the property as part of new entitlements or financing, or to continue use as interim housing if conversion to permanent housing proves infeasible.

The Regulatory Agreement shall record on title in first position, and the Deed of Trust shall record immediately thereafter.

B. Experience in Services and Operations

The Selected Owner/Operator will be required to demonstrate, at minimum, the following services and operations experience. The proposer may meet these requirements directly or may partner with other organizations with this required experience.

1. Interim Housing Experience
 - a. Evidence of operating a successful emergency shelter, transitional housing, or other interim housing facility for at least three (3) years for unsheltered persons experiencing homelessness.
 - b. Demonstrated experience supporting the ability to place interim housing facilities with homeless residents in an expeditious manner.
 - c. Demonstrated experience in linking interim housing program participants to permanent housing to ensure long-term housing stability.
 - d. Experience administering a program according to Housing First principles, including harm reduction and low barriers to entry as well as ongoing case management and be experienced in assessing and connecting households to supportive services, according to each household's needs and challenges as identified by frequent and thorough assessment.
 - e. Experience providing supportive service interventions throughout the housing process, in order to ensure transitions to long-term housing.
 - f. Experience providing a suite of supportive services on-site and through off-site referrals, including but not limited to: case management, behavioral health

services, physical health services, assistance obtaining benefits and essential documentation, and education and employment services.

2. Permanent Affordable and Supportive Housing Experience
 - a. Development and operation of a project similar in scope and size to the property, or at least two (2) affordable rental housing projects in the last ten years, with at least one of those projects containing at least one unit housing a tenant who is homeless or at risk of homelessness;
 - b. Three (3) or more years of property management experience serving people experiencing homelessness or at risk of homelessness.

C. Demonstrated Development Experience

The Selected Owner/Operator will be required to demonstrate, at minimum, the development experience detailed in this section. The proposer may meet these requirements directly or may partner with other organizations with the required experience.

1. Demonstration of proposer's ability to develop and rehabilitate interim and/or permanent supportive and affordable housing.
2. Demonstration of the proposer's ability to comply with California's prevailing wage law (Labor Code, § 1720 et seq.), if required.
3. Demonstration of the proposer's experience managing the alterations upgrades required to bring the site into compliance for use as interim housing, including alterations to address any life/safety issues as well as ensure ADA compliance. Prior to occupancy, 10 percent of units will need to be equipped with mobility features and four (4) percent will be equipped with communication features, as defined by California Building Code (CBC) Sections 11A and 11B and the Americans with Disabilities Act Title II.
4. Demonstrated ability to transition the site into permanent affordable and supportive housing within a maximum of five (5) years from ownership transfer.

D. Non-Discrimination, Racial Equity, and Inclusion

1. Non-Discrimination Policy

Eligible proposers will be required to adopt the following Non-Discrimination Policy:

- a. Eligible proposers must be committed to nondiscrimination and equal opportunity. Eligible proposer must comply with all applicable state and federal laws and regulations, including the Americans with Disabilities Act, the Fair Housing Amendments Act, the California Fair Employment and Housing Act, the Unruh Act, Government Code Section 11135, Section 504 of the Alterations Act, and the regulations promulgated pursuant to those statutes, including 24 C.F.R. Part 100, 24 C.F.R. Part 8, 28 C.F.R. Part 35, and 2 CCR Section 12005 et seq.
- b. No officer, employee, commissioner, agent, instrumentality, subsidiary, or related non-profit corporation shall, on the grounds of race, color, religion, sex, gender, gender identity, gender expression, sexual orientation, marital status, national origin, ancestry, familial status, source of income, disability,

age, medical condition, genetic information, citizenship, primary language, immigration status (except where explicitly prohibited by federal law), arbitrary characteristics, and all other classes of individuals protected from discrimination under federal or state fair housing laws, individuals perceived to be a member of any of the preceding classes, or any individual or person associated with any of the preceding classes be excluded from participation in, be denied the benefits of, or be subjected to discrimination under, any program or activity funded in whole or in part with program funds made available pursuant to this RFP.

2. **Racial Equity:**

To address systemic racism and counteract inequity, Selected Owner/Operators will be required to fill rooms according to the LAHSA's policies developed to guide placements into Project Roomkey hotels. City service funding for operators identified through the RFP will be administered by LAHSA, and LAHSA will ensure that the same standards of addressing systemic racism are upheld to fill new rooms and vacancies created as clients transition into a permanent housing solution.

E. Authority to Proceed

Implementation of the proposed activities may proceed only after the following conditions are met:

1. HACLA has transferred ownership of each property to the Selected Owner/Operator;
2. The City has recorded a Deed of Trust and Regulatory Agreement; and
3. The awardee has executed the Promissory Note.

F. General City Reservations

1. The City reserves the right to retain all submitted proposals. Proposals and the information contained therein shall become the property of the City of Los Angeles. Selection or rejection of a proposal does not affect these rights.
2. The City reserves the right to reject any and all proposals and to waive any informality in the proposal when to do so would be in the best interest of the City.
3. The City reserves the right to reject the proposal of any proposer who has previously failed to timely or satisfactorily perform any contract with the City.
4. The City reserves the right to extend the RFP submission deadline for all proposers should such action be in the best interest of the City.
5. The City reserves the right to reject any or all proposals received in response to this request if deemed infeasible or incomplete or not in the best interest of the City.
6. The City reserves the right to reject any or all proposals wherein the City has determined that the proposer is capable of financing its proposed project without assistance from the City.
7. The City reserves the right to withdraw this RFP at any time without prior notice. Further, the City makes no representations that any contract will be awarded to any proposer responding to this RFP.
8. The City reserves the right to refuse to fund any agency with outstanding disallowed costs with the City, regardless of the merits of the proposal submitted.

9. The City reserves the right to waive any provision(s) of this RFP to the extent that waiver of such provision(s) allows for the intent of Project Homekey to be implemented.
10. The City reserves the right to recommend proposals based on the plan to transition units from interim to permanent, and such other factors that are in the best interest of the City.

G. Contract Compliance Documents

The following compliance documents will be required after final Mayor and City Council approval of any Project Homekey Program award:

1. Promissory Note executed by the Selected Owner/Operator;
2. Recorded Deed of Trust and regulatory agreement; and
3. Standard provisions of City contracts, including insurance requirements. See Required Insurance and Minimum Limits [Form Gen.146 (Rev 3/09)] for a list of likely types of insurance that will be required for the agreement.

VI. Proposal Package

This section outlines proposal formatting requirements, the documents required for a proposal to be deemed complete, and the scoring criteria that will be used to evaluate complete proposals. **Proposals that do not include required documentation or fail to meet other stated guidelines will be deemed non-responsive and will not be scored.**

A. Formatting Requirements

1. Submissions are to be submitted electronically in a single zipped folder with each file name clearly named using the same item names in Attachment 3 – Checklist of Required Documents.
2. Narrative responses must not exceed the stated page limits.
 - a. The Demonstrated Experience and Capacity narrative responses may not exceed 10 type-written, letter-size pages;
 - b. The Site Specific Proposal narrative responses may not exceed 10 type-written, letter-size pages;
 - c. The Bonus Points: Capital and Service Funding Leverage narrative response may not exceed two (2) type-written, letter-size pages; and
 - d. Supporting documentation does not count toward any page limit.
3. Narrative responses must be formatted as follows:
 - a. Type must be in a standard font no smaller than 12 point; and
 - b. Margins must be a minimum of 1" wide on each side of the page.
4. Each proposal section should be easily identified and in the order indicated in Attachment 3 – Checklist of Required Documents in both the electronic and hard copy submissions.
5. Number each page of the proposal (including the attachments) in continuous sequence at the bottom of the page to indicate each page's number and the total number of pages ("page ____ of ____"). Use a heading for each narrative that clearly indicates the subject of the response.
6. Applications for multiple sites:

Proposers may submit proposals for more than one site; however, a separate proposal package must be submitted for each site and each proposal package must be complete and must stand on its own. Where appropriate, indicate whether responses refer to the proper or the proposer's partner(s).

If the City receives more than twenty (20) total proposals from five (5) or more qualified proposers, each proposer will be subject to a maximum project award of three (3) sites. Otherwise, the City will award each site to the proposer with the highest numeric score. Proposers applying for more than one (1) site must include a justification of the proposer's capacity to meet the requirement to occupy 50 percent of rooms in each awarded site within 90 days of ownership transfer.

B. Threshold Package

The Threshold Package will be screened to ensure completeness and compliance with threshold requirements prior to scoring. The Threshold Package must include the following items:

1. **Checklist of Required Documents**, provided as Attachment 3, completed with page numbers for each included item. All items on the Checklist of Required Documents that are applicable to the proposer's submission must be included in the proposal in the order indicated on the checklist. The beginning page number for each item must be indicated on the checklist.
2. **Proposal Summary Form**, provided as Attachment 4, completed. Items that are not applicable to the proposer's submission should be marked as such (e.g. "N/A").
3. **Proposer Documents**
 - a. **Proof of Legal Entity Status**
Provide proof of incorporation, tax status and Employer Identification Number (EIN) or other tax ID number, and any other applicable documentation to evidence that the proposer has the authority to operate and conduct business in the State of California.
 - b. **Articles of Incorporation**
Submit proposing agency's Articles of Incorporation and all amendments thereto, as filed with the Secretary of State.
 - c. **By-Laws**
Submit proposing agency's by-laws and all amendments thereto, as adopted by the proposing entity and properly attested.
 - d. **Corporate Board or Governing Body Authorization**
Resolutions or other corporate actions of the proposing agency's Board of Directors or governing body, properly attested or certified, which specify the name(s) of the person(s) authorized to submit the proposal; and the name(s) of the person(s) authorized to obligate the recipient and execute all contractual documents required of successful Project Homekey funding recipients.
 - e. **City Business Tax Registration Certificate (BTRC)**

A current and valid BTRC to do business within the City or evidence of exemption. The legal name(s) on the BTRC must be identical to the legal name of the entity submitting the proposal and identical to the name(s) on the Proof of Incorporation from the State of California. Call **(213) 473-5901** for any questions about the BTRC.

4. **Required City Documents**

Complete forms in RFP Attachment 5 – Required City Documents and submit as Attachments A-I to the Threshold Package.

- A. Proposer Workforce Information
- B. Non-Collusion Affidavit
- C. CEC Form 50 - Bidder Certification
- D. CEC Form 55 - Prohibited Contributions
- E. Certification of Compliance with Child Support Obligations
- F. Living Wage Ordinance and Service Contract Worker Retention Ordinance
- G. Contractor Responsibility Ordinance
- H. Iran Contracting Act of 2010 Affidavit
- I. Standard City Contract Provisions

C. Narratives

All proposals must include responses to the Demonstrated Experience and Capacity and Site Specific Proposal Narratives described in this section. Proposers seeking bonus points must also include a response to the Bonus Points: Capital and Service Funding Leverage Narrative. Where appropriate, please indicate whether responses refer to the proposer or partner(s).

1. Scoring

A panel of individuals with the appropriate expertise and professional experience will score the narratives of all proposals that pass Threshold.

Each proposal will receive a score based on the quality of narrative responses and accompanying backup information, and staff will determine which proposers will be recommended for selection as an Owner/Operator.

A maximum of up to 110 points may be awarded to a proposal as follows:

- a. Demonstrated Experience and Capacity – 40 points
- b. Site Specific Proposal – 60 points
- c. Capital and Service Funding Leverage – 10 points

Proposers may submit proposals for more than one site; however, a separate proposal package must be submitted for each site and each proposal package must be complete and must stand on its own.

If the City receives more than a total of 20 proposals from five (5) or more qualified proposers, proposers will be subject to a maximum project award of three (3) sites. Otherwise, the City will award sites based on proposers' capacity to implement the program. Proposers applying for more than one site must include a justification of

the proposer's capacity to meet the requirement to occupy 50 percent of rooms in each awarded site within 90 days of ownership transfer.

In order to be considered for selection, proposals must receive a score of 70 or higher, excluding bonus points. A score of 70 or higher, however, does not guarantee an award for any particular project. The City of Los Angeles reserves all rights to recommend applications for funding based on other factors, including but not limited to the right to recommend proposals based on the plan to transition units from interim to permanent housing, and such other factors that are in the best interest of the City. See RFP Section V.F for other General City Reservations. Components and maximum scores of each narrative are described below.

Scoring Criteria

No.	Evaluation Criteria	Maximum Score
1	Demonstrated Experience and Capacity	40
	a. Operating Interim Housing Facilities - Services and Operations	15
	b. Development, Rehabilitation and Management of Interim, Permanent Supportive, and Affordable Housing	15
	c. Fiscal and Budgetary Experience	10
2	Site Specific Proposal	60
	a. Proposed Interim Housing Plan - Alterations, Services, and Operations	25
	b. Proposed Operating Budget	20
	c. Proposed Plan to Convert to Permanent Units	15
3	Bonus Points: Capital and Service Funding Leverage	10
	Maximum Total Points	110

2. Narratives

1. Demonstrated Experience and Capacity (40 points)

Not to exceed a total of 10 typewritten pages

a. **Operating Interim Housing Facilities - Services and Operations (15 points)**

Provide a narrative description of previous experience and capacity in accordance with the Requirements of the Selected Owner/Operator, detailed in RFP Section V.B. Narrative may describe the proposer's direct experience or experience of a partner(s) named in the proposal. Include information about:

- i. Proposer's or partner's experience operating interim housing facilities:

- a. Successful operation of interim housing, emergency shelter, or transitional housing for at least three (3) years for people experiencing homelessness.
- b. Experience linking interim housing program participants to permanent housing to ensure long-term housing stability, including experience providing the following supportive services throughout the housing process, either directly or through partners:
 - 1. Case management;
 - 2. Behavioral and physical health services;
 - 3. Physical health services;
 - 4. Assistance obtaining benefits and essential documentation; and
 - 5. Education and employment services.
- c. Experience operating a program according to Housing First principles of harm reduction and low barriers to entry and providing services according to each household's needs and challenges as identified through frequent and thorough assessment.
- d. If applying for more than one site, a description of the proposer's or partner's capacity to meet the requirement to occupy 50 percent of rooms in each awarded site within 90 days of ownership transfer.
- ii. Provide applicable documents to support the above narrative, including but not limited to:
 - a. Provide a letter of good standing from a proposer's or partner's major service funder confirming that the proposer or partner has successfully operated interim housing for a minimum of three (3) years.

If the proposer or partner supports services without public funding, the proposer or partner must provide a letter from their board of directors and documentation confirming that the proposer or partner has successfully operated interim housing for a minimum of three (3) years.

- b. Any other relevant documents.

b. Development, Rehabilitation and Management of Interim, Permanent Supportive and Affordable Housing (15 points)

- i. Provide a narrative description of the demonstrated capacity of the proposer, partner(s) or subcontractor(s) to develop, rehabilitate, and manage interim and permanent supportive and affordable housing in accordance with Requirements of the Selected Owner/Operator, detailed in RFP Section V.C. Include information about:
 - a. Capacity to develop and rehabilitate housing:
 - 1. Proposer's or partner's experience developing, rehabilitating and managing the construction of permanent affordable and supportive housing projects

- (including project management) and results of that involvement.
- 2. Provide a narrative description of proposer's or partner's experience completing life and safety and ADA upgrades as detailed in RFP Section III.B., or experience completing or managing similar types of building upgrades.
- 3. Proposer's or partner's experience implementing construction projects according to California's prevailing wage requirements, as described in RFP Section III.B.
- b. Capacity to manage interim, permanent supportive and affordable housing:
 - 1. Provide a narrative description of the proposer's or partner's property management experience, including:
 - a. Three (3) or more years of property management experience of facilities serving persons experiencing homelessness or at risk of homelessness.
 - b. Operation of permanent affordable and supportive housing, or at least two (2) affordable rental housing projects in the last ten years, with at least one of those projects containing at least one unit housing a tenant who is homeless or at risk of homelessness.
 - ii. Provide applicable documents to support the above narrative, including but not limited to:
 - a. Portfolio of properties currently or formerly managed, including dates of operation.
 - b. Photographic or other evidence of previously performed work.
 - c. Any other relevant documents.

c. Fiscal and Budgetary Experience (10 Points)

- i. Provide a narrative description of the proposer's financial position and capability to implement the project and provide services.
- ii. Provide applicable documents to support the above narrative, including but not limited to:
 - a. Current profits and loss statement, balance sheet, or other documents demonstrating the proposer's financial position and ability to implement services on a reimbursement basis.
 - b. Current audited financial statements for the past two years, signed by a Certified Public Accountant.
 - c. Current operating budget including funding sources.
 - d. Any other relevant documents.

2. Site-Specific Proposal

Not to exceed a total of 10 typewritten letter-size pages

a. Proposed Interim Housing Plan - Services, Operations, and Alterations (25 points)

- i. Provide a narrative description of services to be provided and service plan for the site in accordance with the Scope of Required Services, detailed in RFP Section V.A-B, respectively. Include information about:
 - a. Unit Occupancy plan, including:
 1. Plan to:
 - a. Occupy at least 50 percent of rooms within 90 days of ownership transfer, if the property is vacant at the time of ownership transfer; or
 - b. Fill vacancies as existing tenants transition to permanent housing, if the property is being occupied a Project Roomkey property at the time of ownership transfer.
 2. Plan to coordinate with LAHSA to ensure all occupants are from the Project Homekey target population of persons experiencing homelessness residing within 500 feet of a freeway overpass, underpass or ramp, those who are 65 years of age or older, and those who are otherwise vulnerable to COVID-19.
 3. Plan to use an adapted Project Roomkey prioritization strategy designed to promote racial equity in access to these new interim housing beds, described further in RFP Section V.D.
 - b. Description of services to be provided, consistent with the scope of required services (RFP Section III.A) including:
 1. Whether each service will be provided by the proposer or partner(s).
 2. Whether each service will be provided on or off-site.
 3. Hours of operation.
 4. Daily, monthly, annual service capacity; and
 5. Staffing plan.
 - c. Confirmation that the proposer or partner either operates as a collaborative partner within the Los Angeles Continuum of Care Coordinated Entry System (CES) for individuals, youth, and families, as applicable, or a description of how the proposer will coordinate with a CES collaborative partner(s) in their area.
 - d. Demonstration of commitment to non-discrimination, racial equity and inclusion.
 - e. Provide a narrative description of the proposer's plan to manage building operations as described in RFP Section III.B. Include information about:
 1. Plan to maintain the property in a manner that creates a welcoming and respectful community, according to

LAHSA's Facilities and Program standards and as described in RFP Section III.B.1.

2. A qualified person responsible for property management at the proposed project and that person's previous experience in the management of similar properties. Provide the name, telephone number, and e-mail address for said person.
- f. Based on accessibility and life safety upgrades described in the Physical Needs Assessment in the addendum for each property, provide a narrative description of the proposer's plan to complete these upgrades as detailed in the Scope of Required Services, RFP Sections III.B.2. Include information about:
 1. Estimated implementation schedule to complete upgrades within 90 days of ownership transfer, including estimated dates for needed inspections, plan check, and project completion, etc.;
 2. Proposed capital improvement project management team.
 3. A qualified person responsible for managing the upgrades and that person's previous experience in the management of similar projects. Provide the name, telephone number, and e-mail address for said person.
- ii. Provide applicable documents to support the above narrative, including but not limited to:
 - a. Memorandum of understanding (MOU) or partnership agreement between the proposer and partner(s) named in the Proposed Interim Housing Plan Narrative, or draft of MOU or partnership agreements to be executed prior to ownership transfer.
 - b. Documentation of CES collaborative partnership or partner agreement with CES collaborative partner.
 - c. Signed non-discrimination statement consistent with RFP Section V.D.
 - d. Staffing plan.
 - e. Property maintenance plan.
 - f. Documentation supporting proposer's ability to complete life and safety upgrades within 90 days of funding award.
 - g. Any other relevant documents.

b. Proposed Operating Budget (20 points)

- i. Provide a narrative description of the proposed operating budget for each site. Proposals for each site will be ranked and scored in order of cost - least expensive proposals will receive the most points, most expensive proposals will receive the fewest points. Include information about:
 - a. Proposed estimated budget for interim housing services and operations using Attachment 6 – Services and Operations Budget Template.

- b. Estimated budget for Accessibility/Life Safety Upgrades, based on Physical Needs Assessment.
 - ii. Provide applicable documents to support the above narrative, including but not limited to:
 - a. Any available documents used to estimate costs provided in this narrative.
 - b. Proposed expenditure milestones Schedule for Accessibility/Life Safety Upgrades.
 - c. Any other relevant documents.
- c. Proposed Plan to Convert to Permanent Units (15 Points Possible)**
 - i. Provide a narrative description of the implementation plan to both complete building upgrades and operate permanent affordable and supportive housing in accordance with the Requirements of the Selected Owner Operator and Scope of Required Services detailed in RFP Section II.A. Include information about:
 - a. Description of units upon conversion as follows:
 - 1. Proposed target population;
 - 2. Number of units by affordability standard (Extremely Low-, Very Low-, Low-income); and
 - 3. Number of units that will be affordable and supportive.
 - b. Services that will be available after conversion, including but not limited to case management, behavioral health services, physical health services, assistance obtaining benefits and essential documentation, and education and employment services.
 - c. Description of the approach to securing off-site services including primary care and other physical health and behavioral health services as well as other tenancy supports.
 - d. Development and Conversion Plan should include information about the plan to secure public or private capital, operating subsidies, and services funding needed to convert the site to permanent housing, including funding sources and proposed income level for units.
 - e. Proposer's draft plan to manage the conversion project, including timeline, estimated budget, and plan to secure funding to complete the upgrades.
 - g. If the conversion is anticipated to result in the displacement of interim housing residents, describe the assistance and benefits to be provided in compliance with local, state and federal law, if applicable.
 - ii. Provide applicable documents to support the above narratives, including but not limited to:
 - a. Draft budget for conversion, including anticipated sources of funds.
 - b. Draft staffing plan;
 - c. Any other relevant documents.

3. Bonus Points - Capital or Service Funding Leverage (10 Points Maximum)

Not to exceed a total of ten typewritten pages

- a. Provide a narrative description of any non-City funding the proposer will commit for project capital or operating costs during the initial interim housing operation period. Funding must be available for the project at the time of ownership transfer. One (1) point will be provided for each five (5) percent of total capital and operating costs during the initial interim housing period that can be provided by the proposer, for a maximum of ten points. Include information about:
 1. All current and proposed non-City funding sources being committed to the project; including letters of funding commitments or other proof of fund availability.
 2. Details about each funding source's applicability to the project, such as eligible uses, term of commitment, etc.
 3. A calculation of the percentage of the overall project capital and operating costs during the initial interim housing period that could be supported by the Proposer.
- b. Provide applicable documents to support the above narrative, including but not limited to:
 1. Documentation of current and proposed funding commitments (e.g. letters of award, commitment, etc. must specify amount) from other sources, including confirmation that funding will be available at the time of ownership transfer.
 2. If an ongoing building operating or services cost subsidy is being proposed, supporting documents demonstrating that the subsidy is committed to the Proposer or project for the full initial interim housing operating period - a minimum of three (3) years, and a maximum of five (5) years.



2019-2020 LAHSA Facility Standards

The Facility Standards (FS) apply to all LAHSA funded contracts for all populations. The system component Scope of Required Services (SRS) documents will contain contractual requirements specific to the component you are contracted to provide. The Facility Standards, Program Standards, Practice Standards, SRS, and the documents that are linked hereto, in combination with the Program Profile and Performance Targets, comprise the entire Statement of Work for the system component being contracted.

FACILITY STANDARDS

The Facility Standards are supplemental requirements in addition to the CES Policy Council Approved Universal Interim Housing Practice Standards that are specific to LAHSA funded contracts. All program sites or facilities that provide supportive services must adhere to these standards. These additional requirements have been identified to ensure the health, safety, and program fidelity for all participants of LAHSA funded programming.

In addition to these standards, please reference the following materials:

- Los Angeles County Code: <http://file.lacounty.gov/SDSInter/bos/supdocs/128791.pdf>
- The Los Angeles City & County Interim Housing Minimum Practice Standards
- 2010 ADA Standards for Accessible Design:
<https://www.ada.gov/regs2010/2010ADASTandards/Guidance2010ADASTandards.htm>

NOTE: The guidelines below are specific to LAHSA and agencies should ensure compliance with additional applicable City, County and Federal requirements or guidelines. The guidelines set forth in the Facility Standards are established to provide minimum safety criteria for all persons in LAHSA funded programs.

SYSTEM COMPONENT OVERVIEW

The goal of the Coordinated Entry System (CES) is to create a consistent approach to access and delivery of homeless services within Los Angeles. All contracts that include supportive services are considered a system component; the following is a list of system components, that however, is not an exhaustive list: Access Centers, Bridge Housing, Crisis Housing, Homeless Prevention, Housing Location, Housing Navigation, Outreach, Permanent Supportive Housing, Rapid Re-housing, and Transitional Housing.

FACILITY REVIEWS

Facility reviews are conducted to ensure that each site is providing optimal care to participants and sites are adhering to contractual requirements outlined in the Statement of Work. Facility reviews will be conducted on bi-annual or annual frequencies. Determination of the frequency is dependent on the system component of the contract. LAHSA intends to provide at least 24 hours in advance before a site inspection. However, if extenuating circumstances arise or if it is part of the scheduled routine inspections by the Department of Public Health – Environmental Health unit (DPH – EH), LAHSA or DPH – EH may go unannounced. If the site is funded by any other system partner (i.e. Healthy Agency), LAHSA and the other funder reserves the right to conduct a joint review of the facility.

FACILITY CONDITIONAL APPROVALS

Facilities/sites that have a conditional approval status must be “program ready” to operate the contracted functions of the statement of work at the site. LAHSA defines “Program Ready” as the site having the resources and infrastructure in place to start operations per LAHSA’s requirements and verified by LAHSA personnel. For contractors that have received a conditional award due a proposed site not being program ready, the contractor will be given two (2) months to make corrections from the time of award announcement. If the site is not program ready by the two (2) months mark, LAHSA reserves the right to reassess the conditions of their proposal and conditional award.

SUBCONTRACTOR FACILITY REVIEW APPROVALS

If LAHSA's primary/direct contractor chooses to subcontract a service component, it is the responsibility of the primary contractor to review their own subcontractor sites at least twice annually, with the LAHSA Practice Standards Monitoring Tool and it must be submitted in MyOrg prior to subcontractor approval. In addition, if LAHSA's primary/direct contractor is requesting approval of a subcontractor, the primary/direct contractor will need to submit a facility review along with the appropriate documentation and pictures within the LAHSA subcontractor approval process. A LAHSA primary/direct contractor must not operate a facility (a proposed new site for a current contract or a subcontractor site) until they receive approval from LAHSA that the proposed site is approved. In addition, LAHSA reserved the right to conduct a site review of a subcontractor.

FACILITY GUIDELINES

1. FACILITY POSTINGS

- 1.1. Program rules must be posted in plain sight in a common area. Program rules must not be more than one (1) page double sided.
- 1.2. Grievance procedures must be posted in plain sight in a common area and meet the standards identified within the contract.
- 1.3. A Civil Rights poster must be posted in a common area within the facility.

2. GENERAL FACILITY

- 2.1. The exterior of the facility must be clean and clear of debris. The exterior of the facility must not have trash and debris out in the open.
- 2.2. There must be no signs of electrical hazards such as loose or exposed wiring
- 2.3. In case of construction, renovations or moving, the area that is affected must, at least, have some type of barrier around the site to ensure safety.
- 2.4. The interior of the facility must not have visible cracks, holes, or leaks (water damage) on walls, floors, or ceilings.
- 2.5. The interior of the facility must be clean and maintained in a sanitary condition.
- 2.6. The interior walkways must be clear of obstacles and debris for easy in and out access for anyone.
- 2.7. The facility must have a natural or mechanical means of ventilation.
 - 2.7.1. If there is no thermostat that controls the temperature of the facility, there must be other means to provide necessary heating/cooling to ensure there is a working ventilation system.
 - 2.7.2. If there is a thermostat that controls the temperature of the facility, which is locked, staff must have access to it 24-hours a day.
- 2.8. There must be no mold or mildew on ceilings or walls.
- 2.9. The screens and frames of vents must not be rusted or broken and clear of dirt and debris.
- 2.10. Common areas must be welcoming for individuals from all backgrounds and, to the agency's ability, the site must be free from a significant number of religious artifacts.

- 2.11. **Family Site:** Stairways must have child guides and gates. If there are stairs in the common area of the facility, or if there are stairs to and from where participants sleep, there must be safety gates screwed in the walls at the top of the stairway.
- 2.12. **Family Site:** The facility must incorporate child-friendly decorations and materials, creating a safe and welcoming place for children and parent/guardians.
- 2.13. **Family Site:** The facility must provide a safe space for children to play with safe and age appropriate materials and toys.

Lighting/ Electrical

- 2.14. The facility must have adequate natural and/or artificial illumination to permit normal indoor activities and support the health and safety of the participants.
 - 2.14.1. All common areas, bathrooms, stairways and hallways within the facility must be well lit.
 - 2.14.2. All switches and light fixtures must be in good, working condition.
 - 2.14.3. There must be enough electrical outlets to permit safe use of essential electrical appliances.

Pest Control

- 2.15. The facility must be free of rodent and insect infestations.
- 2.16. The facility must have a pest control log which indicates frequency of fumigation.
- 2.17. All sites must have an inspection for rodents and insects by a certified pest control company. If an infestation is found, the agency must fumigate and make appropriate reasonable accommodations for the participants.

Health & Safety

- 2.18. There must be evacuation signs posted in all common areas which state that an exit is defined as an unobstructed path for exiting to a public way from any place in a building. Evacuation plan must have procedures and route assignments, such as floorplans, workplace maps, and safe or refuge areas, the plans must also indicate:
 - 2.18.1. All exits;
 - 2.18.2. Exits in case of fire;
 - 2.18.3. The location of the primary and secondary exits locations;
 - 2.18.4. Exits for those with mobility devices (must not be substantially different from the other exits, unless there are stairs in the facility);
 - 2.18.5. Location of first aid kit(s);
 - 2.18.6. Location of fire extinguisher(s);
- 2.19. If the site has security bars/gates on both the windows and the doors, these must be openable or removable from within the facility without the use of a key, tool, special knowledge, or effort.
- 2.20. Windows and doors must have locks, which are openable or removable from within the room/facility without the use of a key, tool, special knowledge, or effort.

- 2.21. Emergency numbers must be posted in all common areas, which are easily accessed and posted in a visible area in case of emergency.
- 2.22. The program must have some type of security protocol in place that outlines building security and safety for participants personal space and belongings.
- 2.23. The program must have a protocol in place for staff to monitor who is coming in and out of the program/site.
- 2.24. The Fire Extinguisher to square footage ratio must be 1/3000 sq./ft. Whatever the square footage is of the facility the number must be rounded up and never down (6,200 square feet = 3 Fire Extinguishers), or as directed by a fire service professional. We rather be too safe than not safe enough.
- 2.25. All fire extinguishers must be fully charged and labeled. Any time a fire extinguisher is used, it must be immediately replaced if it is a single use extinguisher, or recharged by a professional fire extinguisher servicing company, if it is rechargeable.
- 2.26. Fire extinguishers in the kitchen must be "ABC" multiuse, which can be used on all types of fires. The agency shall assure that portable fire extinguishers are subjected to annual maintenance checks by a certified fire protection company.
- 2.27. **For Interim Housing Sites:** There must be at least one (1) working battery operated or hard-wired smoke detector in each occupied unit or in an area of ten (10) beds or less.
- 2.28. There must be at least one (1) working battery operated or hard-wired smoke detector in each common area, including but are not limited to: laundry rooms, day care centers, hallways, stairwells, and other common areas.
- 2.29. Smoke detectors must be in all stairs and hallways and must be located on or near the ceiling and away from corners.
- 2.30. All First Aid kits must be full, and follow OSHA regulation standard 1910.151b, and OSHA/ANSI certified.
- 2.31. All first aid kits must be readily available for anyone in the facility. **Note:** if a participant needs an item from the first aid kit, they must know where the first aid kit is and have access to the resource with-or-without staff oversight.
- 2.32. There must be a designated place to store and/or refrigerate participant medication. Medication requiring refrigeration must be stored in a refrigerator in a stored container. Staff must ensure that medication not centrally stored be kept in a safe and locked place by the participant.

3. SANITARY FACILITIES

- 3.1. All sanitary facilities must be in proper operating condition, private, and adequate for personal cleanliness and the disposal of human waste.
- 3.2. All sanitary areas must have a log to identify when and by whom the restrooms were maintained.
- 3.3. There must be a restroom to participant ratio of one (1) toilet and wash area for every fifteen (15) participants.

- 3.4. All toilets and sinks must be maintained and kept in proper working order.
- 3.5. Restroom facility must contain a separate compartment with a door and walls or partitions that are sufficiently high to ensure privacy if there is more than one toilet in the restroom.
- 3.6. All bathrooms or stalls must have locks from the inside and ensure there is privacy.
- 3.7. Restrooms with mirrors must NOT have the following:
 - 3.7.1. Black spotting
 - 3.7.2. Cracks
 - 3.7.3. Chipping
- 3.8. For each individual shower unit, there must be a shower curtain and/or privacy partition.
- 3.9. Showers must have floor mats to prevent slipping/falling, inside and outside of the shower.
- 3.10. If participants need hygiene products, such as towels, soap, deodorant, toilet tissue, feminine hygiene products, the staff at the facility must make them available.

4. SLEEPING AREAS (SHELTERS ONLY)

- 4.1. Except where the shelter is intended for day use only, the shelter must provide each program participant in the shelter with an acceptable place to sleep, as well as adequate space and security for themselves and their belongings.
- 4.2. The sleeping area needs to comply with 2010 ADA standards. **Note:** The ADA requirement between beds is 36" apart.
- 4.3. The facility must provide sheets, blankets, towels, pillows, etc. for the participant and/ or household, when they are needed.
- 4.4. The sleeping area must be separate from the food storage and/or food preparation areas.
- 4.5. Participants must have access to private, locked spaces for their belongings.
- 4.6. There must be storage and/or closet space for participants to place their belongings.
- 4.7. The sleeping area must be free of bed bugs.
- 4.8. All sites must have a bed bug mitigation plan, which must include:
 - 4.8.1. How the staff plan to reduce the number of hiding places;
 - 4.8.2. How they plan to keep the facility clean from clutter;
 - 4.8.3. A schedule, of how they plan to wash and heat dry sheets, blankets, bedspreads;
 - 4.8.4. A schedule for regular inspections
- 4.9. Site inspection from a rodent/infestation professional must be conducted at least twice (2) a year.
- 4.10. All sites must have a facility maintenance plan that ensures a clean, safe, sanitary and serviceable facility. The plan must include the content and frequency of inspections.

- 4.11. A mitigation plan must be made if a site or unit needs to be shut down due to any issue, which would indicate how the program will facilitate participant service and notify LAHSA of any changes to the facility/program. If a unit must be closed for more than a week, LAHSA HMIS, Performance Analysis and Reports and Performance Management Units must be notified.
- 4.12. All sites must have a facility maintenance log, which indicates all maintenance performed or needed.

The following is the 2019 CES Policy Council Approved Universal Interim Housing Practice Standards.

If the CES Policy Council Approves a Revision, the most up to date revision is what will be monitored to.

2019 Los Angeles City & County

Interim Housing Minimum Service and Operations Practice Standards

INTERIM HOUSING OVERVIEW

Interim Housing is an intervention that provides people experiencing homelessness with temporary housing intended to resolve their immediate experience of unsheltered homelessness, to connect participants to permanent housing opportunities in their communities, and to provide various other services. Interim Housing, as defined by Los Angeles County, includes Crisis Housing, Winter/Seasonal Shelter, Bridge Housing, Recovery Bridge, Recuperative Care, Stabilization Housing, and Safe Haven programs (see Glossary for definitions).^{1,2}

INTERIM HOUSING PRACTICE STANDARDS

These Interim Housing Practice Standards establish minimum requirements for the operation of Interim Housing programs in Los Angeles City & County, to which such programs (formerly known as “emergency shelters” within Los Angeles County) shall adhere. This document is not intended to stand on its own and shall be read in conjunction with other funders’ contractual requirements. **Standards will be reviewed on an ongoing basis**, and may be amended to best reflect current best practice, priorities and stakeholder feedback.

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Appendix A – Glossary

Appendix B – Grievance Policies & Procedures and Termination Policies & Procedures

Appendix C – ADA Compliance

¹ Transitional Housing, while technically categorized as Interim Housing, will have separate Practice Standards developed.

² Augmented Winter Shelters are exempt from these standards.

1. PHILOSOPHY & DESIGN

Programs shall be required to serve all participants with a Housing First approach. The Housing First philosophy is based on the premise that stable housing is a critical determinant of health, education, employment, and other positive outcomes related to well-being. Housing First programs do not require any preconditions for admittance. Instead, the focus is on quickly moving people experiencing homelessness into permanent housing with needed services. In practice, this means that participants shall not be rejected or exited from Interim Housing due to lack of sobriety or income, or based on the presence of mental health issues, disabilities, or other psychosocial challenges.

Programs shall also ensure that a Harm Reduction approach is used in serving participants. Programs using Harm Reduction strategies work with participants to reduce the negative consequences of continued use of alcohol, drugs, or non-compliance with medications rather than establishing no-tolerance policies, or termination assistance based on a participants' inability to achieve sobriety or due to medication non-compliance. Program service strategies shall include all possible approaches to assisting participants in their efforts to reduce or minimize risky behaviors, while at the same time helping participants move into, and stabilize in, permanent housing. This approach has its limits, of course: Harm Reduction approaches are not intended to prevent the termination of a participant whose actions or behavior constitute a threat to the safety of other participants or staff.

In addition to implementing a Housing First model which incorporates Harm Reduction techniques, all programs shall incorporate Trauma Informed Care into their delivery of services. Trauma Informed Care is an organizational structure and service framework that involves understanding, recognizing, and responding to the effects of all types of trauma. Trauma Informed Care emphasizes physical, psychological, and emotional safety for participants, families, and service providers alike, and helps participants rebuild a sense of control, personal empowerment and reduce re-traumatization. In practice, Trauma Informed Care services account for trauma in all aspects of service delivery and prioritize the trauma survivor's safety, choice, and control. Trauma Informed Care services create and promote a culture of nonviolence, learning, and collaboration.

Programs shall develop and maintain a set of policies for educating and training program staff on Housing First, Harm Reduction strategies, and Trauma Informed Care.

2. SYSTEM COLLABORATION

1. Programs shall participate fully in the greater Los Angeles County homelessness assistance system, including the Los Angeles Coordinated Entry System (CES).
2. To ensure coordination with the CES, program staff shall participate in all relevant CES and SPA-level activities, including system and service coordination meetings.
3. Programs shall leverage resources through active collaboration with other programs that provide services to participants within their respective communities.
4. Programs funded by LAHSA shall accept referrals according to LAHSA Interim Housing Scope of Required Services.
5. Programs funded by the Los Angeles County Health Agency shall accept referrals at the direction of applicable Health Agency department.

6. Interim Housing programs in which the funder does NOT vet and refer the participants shall prioritize referrals for those who are the least likely to resolve their homelessness without assistance. This includes those with the most acute need of Interim Housing, specifically people who are unsheltered and/or identified for the program by an Outreach Coordinator or an Outreach Team.

3. ADMISSION, INTAKE, & ASSESSMENT

1. Programs shall not establish supplementary admission requirements or criteria in addition to those established by program funders.
2. Whenever possible, programs shall work to divert participants seeking program entry by encouraging them to re-connect with family or friends who could temporarily or permanently house them. If resources are needed to successfully divert a person from entry into the homeless system, a referral shall be made to a CES Diversion/Prevention program (when available).
3. For participants the program is unable to divert,
 - a. programs shall confirm within HMIS that CES assessment tool has been completed.
 - b. If no tool has been completed, program staff shall complete or update the appropriate CES assessment tool (e.g. VI-SPDAT, Family-SPDAT, or Next Step Tool for Youth) as part of the intake and assessment process.³
4. Completion of CES assessment shall not be a barrier to program entry.⁴ If participant is unable to complete the CES assessment at time of entry, the participant shall be given an opportunity to complete the assessment as soon as possible if no other viable housing options are identified through diversion strategies.
5. Programs shall make an attempt to serve families intact regardless of family composition.
6. Programs shall pursue reasonable accommodations to better-serve all participants, including, but not limited to, ADA.
7. Programs shall ensure that participants are provided safe and adequate Interim Housing accommodations and services based on each participant's self-identified gender identity.
8. Programs shall ensure that intake and assessment practices take into account the safety, security, and privacy of persons who are fleeing, attempting to flee, and/or are survivors of domestic violence, sexual assault, and/or human trafficking who are referred to Interim Housing programs and/or are seeking Interim Housing services.
9. Programs shall develop and implement policies and procedures to ensure the continued confidentiality and privacy of persons who are fleeing, attempting to flee, and/or are survivors of domestic violence, sexual assault, and/or human trafficking who are admitted into the Interim Housing program.
10. During Intake, programs shall orient participants to all program guidelines and expectations.

4. CASE MANAGEMENT⁵

1. All programs shall provide Case Management services.
2. Case Management services shall include at least the following: An assessment of housing and service needs within seven days of admittance, the establishment of a Housing and Services Plan, and connections to community resources and opportunities.

³ Refer to Los Angeles County Coordinated Entry System assessment policies.

⁴ Refer to Los Angeles County Coordinated Entry System assessment policies.

⁵ Department of Public Health SAP-C Recovery Bridge beds are excluded from Case Management standard.

- a. Interim Housing programs operating temporary/seasonal programs (i.e. Winter Shelter or other cold/wet weather programs) shall offer Case Management services and Housing Stability Plans for all participants who have stayed seven or more consecutive days or by participant request.
- 3. Case Management shall coordinate all permanent housing activities with any additional Case Managers and/or other staff assisting participants with obtaining permanent housing opportunities.
 - a. Interim Housing staff shall serve as point of contact for program participants, to maintain contact and facilitate communications with housing search and placement programs, property owners, property managers, landlords, etc., to assist participants with activities related to securing permanent housing placement.
- 4. Case Management shall make rapid connections to a broad continuum of resources and shall promote the participant's active involvement in their Housing and Services Plan while emphasizing the temporary nature of their stay in the Interim Housing program.
- 5. Case Management services shall always be voluntary and participant-centered. It is the responsibility of the Interim Housing program to offer these services as frequently as needed to support participants. Case Management services shall be offered no less than once a week or as required by the funder.
- 6. Programs shall provide space for the provision of Case Management. Such spaces shall ensure privacy and confidentiality, as well as safety and security, for both participant and program staff.

5. HOUSING & SERVICE PLANNING

- 1. Following Intake and Assessment, Case Managers shall develop Housing and Services Plans that focuses on finding permanent housing for each individual or family, and also provide supportive services in coordination with the participant and any Case Managers and/or other staff assisting participants with obtaining permanent housing opportunities.
- 2. The Housing and Services Plan shall identify the participant's needs, goals, actions to be taken, and progress towards goals. The Housing and Services Plan shall ensure that participants' Interim Housing stay is as short as possible. Housing and Services Plans shall be updated as the participants' needs and/or goals change, and as steps are completed or updated.
- 3. Program staff shall continuously engage participants who do not progress on their plans or who are not willing to address Housing and Services Plan action steps. Continuous engagement shall be offered no less than once a week or as required by the funder.
- 4. Programs shall assist participants with a range of funded and leveraged activities that address the participants' goals (as stated in their Housing and Service Plans), including but not limited to:
 - a. Assistance obtaining identification and other documents that are required for securing permanent housing;
 - b. Enrollment in eligible mainstream resources (TANF, SSI/SSDI; health insurance, public benefits);
 - c. Connections to substance abuse, mental health, physical health, employment/vocational, educational services, legal assistance, money management, subsidized childcare, food resources as well as life skills coaching. Programs shall also make efforts to provide participants reasonable access to phone and transportation resources.
 - d. When a referral is made to any community service, case managers shall provide a warm handoff and a follow up to ensure the linkage has been made.

6. STAFF TRAINING

1. Programs shall establish and document a regular process for onboarding new staff and regularly update the training procedures for current staff.
2. Program trainings shall include a review of all Interim Housing program policies and procedures, including those discussed in these practice standards.
3. All Interim Housing staff shall receive training upon hire or upon request by funder and/or program management to ensure competency within the following core areas:
 - a. Program Operations;⁶
 - b. Effective interactions with participants;
 - c. Housing First & Low Barrier Practices;
 - d. Harm Reduction;
 - i. Overdose Prevention and Intervention
 - e. Trauma Informed Care, including Secondary Trauma;
 - f. Mental Health First Aid;
 - g. Non-Violent Crisis Intervention;
 - h. Stages of Change/Motivational Interviewing;
 - i. Equal Access Gender Identity Policy;
 - j. Emergency evacuation procedures (for single structure housing);
 - k. Domestic Violence & Safety Planning;
 - l. CPR, First Aid, & Communicable Disease procedures; and
 - m. Cultural Responsiveness (which shall be reflective of population and community served).
4. Certificates and other documentation that verify training attendance shall be maintained for each employee and documented in the employee's file.
5. Program staff considered Mandated Reporters of suspected child and senior abuse and must report suspicions of child or senior abuse as required by California Law.
 - a. Programs must be prepared to provide proof that their staff have been trained in the legal requirements of being a mandated reporter.

7. PROGRAM OPERATIONS & ADDITIONAL SERVICE STANDARDS

7a. Program Operations

1. Hours of operations shall be made known to participants. Interim Housing programs shall accommodate participants who require supportive services during evening and weekend hours.⁷
2. Programs shall develop and implement a language access policy and procedure to ensure that all participants receive necessary program information according to their needs.⁸ The following components shall be included in the policy and procedure:
 - a. Strategies for meeting the needs of those with visual and/or hearing impairments; and
 - b. Written materials and program forms in languages that reflect the population being served.
3. Program shall accept all eligible participants with Service Animals per ADA and must provide reasonable accommodations for Emotional Support Animals.

⁶ Refer to Los Angeles County Coordinated Entry System assessment policies.

⁷ Refer to Los Angeles County Coordinated Entry System access policies.

⁸ Refer to Los Angeles County Coordinated Entry System access policies.

4. Programs shall develop a process for distributing and communicating program rules to participants that is approved by the funder and includes the following components: Program expectations, participant responsibilities, and guidelines that outline behaviors that will lead to termination from the program. Program rules shall be Trauma Informed and not punitive. Program shall explore all options to continue providing temporary housing and services to program participants who have violated program rules, short of program termination.
5. Programs shall develop and provide participants with a written policy that outlines participants' rights upon admission. A statement of these rights, and how they are to be operationalized in that specific program, shall also be posted in the facility, and shall include instructions for grievances. The rights to be specified shall include, but are not limited to:
 - a. The right to be treated with dignity and respect;
 - b. The right to religious liberty;
 - c. The right to privacy;
 - d. The right to be treated with cultural sensitivity;
 - e. The right to self-determination in identifying and setting goals;
 - f. The right to present complaints and grievances;
 - g. The right to have an advocate present during appeals and grievance processes;
 - h. The right to have all records and disclosures maintained according to the written standards and rules regarding confidentiality and privacy;
 - i. The right to review their records and external disclosures of any personal participant information, as governed by the written program standards and rules regarding confidentiality and privacy;
 - j. The right to be clearly informed, in understandable and applicable language, about the purpose of the services being delivered;
 - k. The right to leave and return to the facility at reasonable hours in accordance with the program rules and standards, unless coordinated by site management; and
 - l. The right to stay in facility 24 hours per day, except during required facility maintenance or non-operational hours per funder contract.
 - i. Temporary/seasonal Interim Housing programs (i.e. Winter Shelter) that are funded for 14-hour operations shall allow participants access to program facility 24 hours per day during periods of inclement weather, as directed by the funder.
6. Safe Surrender posters shall be posted in a common area within the facility.
7. Suspected child or elder abuse and/or neglect from dependent adults shall be reported to the proper authorities according to State of California Mandated Reporting laws.
8. Programs shall maintain a daily census of participants.
9. Programs shall not require participants to perform chores or work duties.
10. Programs shall permit participants, during their period of stay, to report the program address as their legal residence for purposes such as receipt of mail and school and voter registration. If program safety policies prohibit listing address, program may provide an alternate address.
11. Programs shall establish policies and procedures with respect to participant satisfaction and grievances (see Appendix B: Grievance Policies & Procedures for more details).
12. Programs shall establish and procedures policies with respect to ADA Compliance in accordance with all applicable laws (see Appendix C: ADA Compliance for more details).

7b. Program Administration

1. Programs shall not require participants to take part in religious activity.
2. Programs shall not deny participation on the basis of race, religion, ancestry, color, national origin, sex, sexual orientation, gender identity, age, or disability. However, facilities may serve a particular target population as directed by the funder.⁹
3. Publicly funded programs shall not charge participants for housing or other services (including surrendering cash and non-cash benefits).
4. Program staff shall be made identifiable through uniform attire or identification badges.
 - a. Programs operating Interim Housing in confidential locations shall be exempted from this requirement to ensure the safety and security of participants and staff.
5. Programs shall maintain an organizational chart which lists all staff funded under the Interim Housing program.
6. Programs shall maintain clear and comprehensive job descriptions for all staff positions.
7. Programs shall maintain a quality assurance plan that outlines a process for the integration of participant feedback into revisions to program policies and procedures.
8. Programs serving youth/minors, and/or families with children, shall identify/designate staff that are responsible for coordinating with the McKinney-Vento Liaison(s) within the local school districts and/or charter schools so that the Interim Housing programs shall assist families, youth, and minors to:
 - a. Reconnect homeless youth back into school;
 - b. Ensure homeless K-12 students have access to the resources, materials and support(s) to stay in school and fulfill their academic goals;
 - c. Connect the student(s) to educational services which may not be available on the local school campus.
 - d. Connect homeless children under the age of 5 to Head Start, public schools, etc.
 - e. Connect TAY back to high school, college, job training, etc.

7c. Data Collection & Documentation

1. Programs shall maintain participant records that include documentation of all participant assessments, Housing and Services Plans, referrals, placements, interventions, or follow-up activities.
2. Programs shall enter data into the funders' data systems as required by funders. Data reported shall align with all policies and procedures outlined by funders.
3. Files containing participant information shall be stored in a secure and locked location (to maintain confidentiality). Documents shall only be accessible by authorized personnel.

7d. Security, Health, & Safety

1. Programs shall develop written policies and procedures that address universal precautions, tuberculosis control, and disease prevention, and are in compliance with Department of Public Health guidelines.
2. Programs shall ensure that at least one staff per shift has been trained in and has an up-to-date certification for CPR and emergency first aid procedures. For adult only facilities, at least one staff

⁹ Refer to Los Angeles County Coordinated Entry System nondiscrimination policies.

per shift shall have an Adult CPR/AED certification. For family sites, at least one staff per shift shall have an Adult and Pediatric CPR/AED certification.

3. Programs shall establish a policy and procedure for all entry and exits that includes sign in/out procedure for all participants.
4. Programs shall develop a policy and procedure for emergencies, disasters, and security, including the stockpiling of appropriate quantities of water and food rations. The plan shall include policies and procedures for:
 - a. Reporting a fire or other emergency;
 - b. Emergency evacuations, including the differences in evacuation procedures depending on the type of evacuation and exit route assignments;
 - c. Assisting participants in their evacuation;
 - d. Accounting for all participants and staff after evacuation;
 - e. Staff performing rescue or medical duties;
 - f. Deterring theft and protect participant and staff from harm; and
 - g. Crisis interventions when staff are required or permitted to call 911, make a police report, or perform other non-violent interventions.

7e. Medication Management & Storage

1. Interim Housing programs shall develop and implement a policy, subject to review and approval by program funder, regarding participant medication and its storage. The policy shall address medication storage, documentation, and medication support, refrigeration, and shall include a secured and locked location for medicine storage such as a medication cabinet, locker, or drawer.

7f. Food Preparation & Meals

1. The program shall provide three meals per day to each participant: a breakfast, a lunch, and a hot dinner, or meals on another schedule as defined by funder contract.
 - a. Meal plans and schedules shall be made weekly and posted in common areas. Any changes to the menu or schedule shall also be posted in common areas.
 - b. Meals shall be served in an area specifically designated for meal consumption where adequate space for comfortable, seated dining is available to each participant.
 - c. Programs shall accommodate participants who have special dietary needs due to medical necessity or religious beliefs.
 - d. Meals shall be nutritionally adequate in accordance with U.S. Department of Agriculture guidelines.
 - e. Participants shall have access to drinking water throughout the day.
2. If meals are not prepared on site, programs shall provide catered meals, or otherwise make arrangements that ensure each participant is provided with adequate meals.

7g. Restrooms, Showers, & Laundry

1. Interim Housing programs shall provide participants access to showers, sinks, and toilets.
 - a. Access to showers, sinks, and toilets shall be made available according to participant gender identity, in compliance with all applicable federal, state, and/or local mandates.
2. Programs shall ensure that all sheets, towels, and blankets are laundered weekly or more frequently as needed.
3. If applicable, laundry equipment (washers/dryers) shall be provided free of charge to participants and include access to free detergent. If washers and dryers are not onsite, programs shall provide assistance with accessing laundromat services (i.e. funds for detergent, tokens, etc.).

7h. Environment

1. Programs shall ensure that the facility is clean and complies with Department of Public Health Interim Housing Facilities Standards and all other applicable building, safety, and health codes.
2. Programs shall maintain a heating and ventilation system that maintains a comfortable temperature.
3. Programs shall establish a housekeeping and maintenance plan that ensures a safe, sanitary, clean, and comfortable environment, and work diligently to prevent and eliminate insect and rodent infestations.
4. Programs shall provide trash receptacles throughout the facility. Trash shall be taken out of the facility into a localized dumpster and/or wheeled trash can multiple times within a shift or whenever full.
5. Programs shall provide each participant with a bed (or crib/bassinet for infants) and clean bedding that includes towels, sheets, a blanket, and a pillow.¹⁰
6. Programs shall provide access to storage for participants' personal belongings during their stay.
7. Family Sites Only:
 - a. Programs shall ensure that all furniture is child-safe and install childproof safety latches for drawers and cabinets with dangerous items.
 - b. Programs shall provide baby changing stations and/or a safe place to change diapers.

¹⁰ Winter shelters may provide cots for beds.

Appendix A. Glossary

Assessment

An evaluation of a participant's strengths and barriers in achieving housing stability and other outcomes related to stability. The information provided through the assessment informs program referrals and Housing and Services Planning.

Bridge Housing

Temporary/interim housing that serves to "bridge" persons directly from homelessness to housing, via a reserved bed that facilitates placement into permanent housing. Beds are prioritized for high-acuity persons, persons matched to housing resources, and persons exiting institutions.

Coordinated Entry System (CES)

The Los Angeles County Coordinated Entry System (LA County CES) facilitates the coordination and management of resources that comprise the homeless crisis response system in the county. CES allows users to efficiently and effectively connect people to interventions that aim to rapidly resolve their housing crisis. CES works to connect the highest need, most vulnerable persons in the community to available housing and supportive services equitably.

Coordinated Entry System (CES) Assessment

The Los Angeles County Coordinated Entry System utilizes a triage and prioritization assessment tool called the Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT). This tool is implemented as part of CES to assist in prioritization of housing program resources based on participant vulnerability.

Crisis Housing

Short term, Low-barrier emergency shelter for participants experiencing a housing crisis, targeting those who are homeless or at imminent risk of becoming homeless. Crisis Housing provides clients with stability as they are quickly assessed for diversion, family reunification, self-resolution of homelessness, and/or connection to appropriate and eligible longer-term housing resources.

Diversion

A strength-based, creative problem-solving conversation with people experiencing immediate housing crisis and who are currently seeking assistance through the homeless response system. Examples of diversion can include conflict resolution, family reunification, and one-time financial assistance that will assist with an alternative housing solution (short or long term) outside of the homeless response system.

Equal Access Gender Identity Policy

On August 25, 2017, the LAHSA Board of Commissioners adopted its policy on equal access in accordance with an individual's gender identity in the Los Angeles Continuum of Care. This policy, titled Equal Access and Gender Identity (EAGI), requires that contractor, programs, shelters, other buildings and facilities, benefits, services and accommodations, regardless of funding source, ensure equal access to an individual in accordance with their gender identity.

Family

Family includes, but is not limited to, regardless of marital status, actual or perceived sexual orientation, or gender identity, any group of persons presenting for assistance together with or without children and irrespective of age, relationship, or whether or not a member of the household has a disability. A child

who is temporarily away from the home because of placement in foster care is considered a member of the family.

Funder

Funder refers to any public or private agency or organization that provides direct financial contribution, as well as fiscal and programmatic administration and oversight, to non-profit organizations, community-based organizations, etc., for the operation and services of Interim Housing facilities and programs.

For the purposes of these Standards, funders may include, but not be limited to: Los Angeles Homeless Services Authority (LAHSA); Los Angeles County Department of Children and Family Services (DCFS); Los Angeles County Department of Public Social Services (DPSS); Los Angeles County Department of Health Services (DHS); Los Angeles County Department of Mental Health (DMH); Los Angeles County Department of Public Health (DPH); Housing and Community Investment Department of the City of Los Angeles (HCIDLA)

Harm Reduction

Harm reduction is a set of practical strategies that reduces the negative consequences associated with drug use, including safer use, managed use, and non-punitive abstinence.

Housing First

Housing First is an approach to quickly and successfully connect individuals and families experiencing homelessness to safe, stable housing without preconditions and barriers to entry, such as sobriety, treatment or service participation requirements. Supportive services are offered to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to safe, stable housing.

Intake

Capturing basic client data into a database upon entry into a program (e.g., capturing and loading required data to HMIS upon entry to emergency shelter). This process shall also begin to identify a participants' service needs and lay the foundation for a housing plan to return the participant to stable housing.

Low Barrier

Policies and practices designed to "screen in" rather than screen out applicants with the greatest barriers to housing, such as having very low-income, poor rental history, or criminal history. Low Barrier is an active approach to the Housing First model that ensures homeless participants and families may quickly exit homelessness.

Motivational Interview Principles

A clinical approach that emphasizes a collaborative therapeutic relationship in which the clinician "draws out" the client's own motivations and skills for change, thereby empowering the client.

Practice Standards

Practice Standards are minimum baseline requirements for each system component which all funders and funding administrators agree to adopt and incorporate into their program guidance and funding contracts with contractors.

Reasonable Accommodation

Under Title II of the Americans with Disabilities Act (ADA), a Reasonable Accommodation (RA)/Reasonable Modification (RM) is a modification in rules, policies, practices, or services, that is provided when such accommodations would be necessary to afford an individual with a disability equal opportunity to participate in programs and/or services of a covered agency. Provision of RA/RM could mean:

- Modification of rules, policies or practices;
- Removal of architectural or communication barriers; or
- Provision of auxiliary aids and services needed for an individual with a disability to utilize a public service.

Recovery Bridge

Recovery Bridge Housing (RBH) is a type of abstinence-based, peer supported housing that combines a subsidy for recovery residences with concurrent treatment in outpatient (OP), intensive outpatient (IOP), Opioid Treatment Program (OTP), or outpatient withdrawal management (OP-WM) settings. RBH is often appropriate for participants with minimal risk with regard to acute intoxication/withdrawal potential, biomedical, and mental health conditions. If there is risk potential, these concerns are to be managed by the treating provider.

Recuperative Care

Temporary housing in which participants receive health and mental health oversight, usually for an acute illness or injury.

Stabilization Housing

Temporary housing with case management and other supportive services for vulnerable participants, with the goal of improving participants' health and increasing their housing security.

Safe Haven

Safe havens are supportive housing that shall not require participation in services and referrals as a condition of occupancy. Instead, it is hoped that after a period of stabilization in a safe haven, residents will be more willing to participate in services or referrals and will eventually be ready to move to more traditional forms of housing.

Transitional Housing

Transitional Housing is conceptualized as an intermediate intervention between emergency shelter/crisis housing and permanent housing. It is intended to be more long-term, service-intensive and private than emergency shelters, yet remains time-limited to stays of three months to three years. It is meant to provide a safe, supportive environment where residents can overcome trauma, begin to address the issues that led to homelessness or kept them homeless, and begin to rebuild their support network.

Trauma Informed Care

Trauma Informed Care is defined as: an organizational structure and treatment framework that involves understanding, recognizing, and responding to the effects of all types of trauma. Trauma Informed Care also emphasizes physical, psychological and emotional safety for both participant and providers, and helps participants rebuild a sense of control and empowerment. Trauma Informed services take into account an understanding of trauma in all aspects of service delivery and place priority on the trauma survivor's safety, choice, and control. Trauma Informed Services create a culture of nonviolence, learning, and collaboration. Contractors must also develop sets of policies and procedures for educating and

training staff on Trauma Informed Care practices and how trauma may adversely affect aspects of a person's development.

Winter/Seasonal Shelter

A low-barrier to entry, hypothermia prevention program providing basic shelter operations (showers, two meals, a bed, open for a minimum of 14 hours).

Warm Handoff (aka Linkages)

A personalized participant referral or transfer of care from one service provider to another. A warm handoff typically includes a face-to-face introduction between participant and providers to promote successful connections with the new provider and minimize any service disconnection.

APPENDIX B. GRIEVANCE POLICIES & PROCEDURES AND TERMINATION POLICIES & PROCEDURES

Grievance Policies & Procedures

1. The following are the Grievance and Termination Policies and Procedures minimum standards.
 - a. Programs shall maintain a written set of Grievance Policies and Procedures and Termination Policies and Procedures.
 - b. Programs shall submit a copy of the Grievance Policies and Procedures and the Termination Policies and Procedures to the program's funder(s) for review and approval.
 - c. The Grievance Policies and Procedures and the Termination Policies and Procedures shall be discussed with participants during intake and copies offered to the participant.
 - d. Programs shall maintain documentation of the participant's signature acknowledging that the Grievance Policies and Procedures and Termination Policies and Procedures were discussed and offered to them or documentation that the client was unable/unwilling to sign the acknowledgement.
 - e. Grievance Policies and Procedures and Termination Policies and Procedures shall be prominently displayed in common area(s) in the facility.
2. Grievance Policies and Procedures shall include, but are not limited to, the following:
 - a. The identification of at least one staff and an alternate (by staff title, not name) who are responsible for addressing all grievances. The designated alternate shall be responsible for addressing grievances in which the designated staff is the subject of the grievance;
 - b. Information about how the participant can file a grievance, including information about how they can contact assigned staff(s) and alternate(s) to file a grievance;
 - c. A timeline not to exceed 72 hours in length, during which the participant will acknowledge the grievance being received and a timeline not to exceed 10 business days during which the participant will receive a written decision about the grievance that includes the factors that led to the final determination;
 - d. Information about how the grievance will be reviewed, including a discussion of what facts will be used in the review;
 - e. Information about the appeal process to be entered into if the participant is not in agreement with the grievance decision including the identification of at least one staff and an alternate (by staff title, not name) who are responsible for a second level review of the grievance and a timeline not to exceed 72 hours in length, during which the participant will receive acknowledgement of the request for a second level review of the grievance being received and a timeline not to exceed 10 business days during which the participant will receive a second level written grievance decision that includes a statement of the factors that led to the final determination;
 - f. Information about the appeal process to be entered into if the participant is not in agreement with the second level grievance decision that includes discussion of the client's right to contact the Department of Public Health, the funder or Dispute Resolution Services for review of the programs decision, and the contact information for these entities;
 - g. Request for Dispute Resolution Services may be referred to the:

Office of the Los Angeles City Attorney Dispute Resolution Program
City Hall
200 N Spring Street, 14th Floor
Los Angeles, CA 90012
Office: (213) 978-1880

Fax: (213) 978-1312

Email: Mediate@lacity.org;

- h. Discussion of how the confidentiality of the participant who filed a grievance and the written grievance will be ensured; and
- i. Discussion of the receipt and outcome of all grievances will be documented and maintained including the date the grievance was submitted, the date the submission was acknowledged, the staff that addressed the grievance and the date the participant received the written grievance disposition.

Termination Policies and Procedures

- 1. Termination Policies and Procedures shall include, but are not limited to, the following:
 - a. The reasons for terminations. These reasons might include possession of weapons, sexual misconduct, behaviors that are a danger to others, verbally/physically threatening behaviors, or direct observation of participant engaging in illegal activity on site.;
 - b. Contacting the funder, if required, prior to terminating the participant. Exceptions to this include behaviors necessitating calling 911 and situations requiring immediate termination that occur on the weekends and evenings. In these instances, and if required, the funder shall be contacted the following business day;
 - c. Discussion of how participants will receive written notification of terminations and informed that they may appeal the decision by filing a grievance; and
 - d. Discussion of how terminations will be documented, and the maintenance of any police reports or other documents associated with the termination such as written confirmation of meetings with the participants regarding their possibly being terminated.

APPENDIX C. ADA COMPLIANCE

The following section outlines requirements related to ADA compliance. If a site is unable to comply with any of the following standards, programs shall document that reasonable accommodations to meet the accessibility needs of participants was provided, and program must ensure that documentation of reasonable accommodations is filed for future monitoring.

1. Facilities shall be accessible to participants with mobility devices.
2. Facilities shall not have areas, in or out of the property, with broken, raised, or unlevel sidewalks or walkways, or stairs or steps with no identified accessible pathway to the entrance and/or curb cuts.
3. Entry into the facility shall be accessible to participants with limited mobility, including participants who use wheelchairs or scooters, manually-powered mobility aids such as walkers, crutches, or canes.
4. The exterior of the facility shall be accessible for participants with disabilities when approaching, entering or inside the location.
5. Programs shall provide at least one restroom with at least one stall with a five-foot turning radius.
6. All restrooms established under this section shall have handles for an individual using a mobility device to move themselves without assistance.
7. If parking is available at the facility, programs shall provide at least one ADA accessible van parking space for every 25 non-accessible parking spaces. The accessible space shall provide enough room for a van with a hydraulic side lift to go up and down without any issue.
8. All fire alarm systems and fire extinguishers shall be no more than 48 inches from the ground for easy access in case of an emergency.
9. All programmatic areas shall be accessible for an individual with a mobility device.
10. Programs shall provide at least one shower accessible for those with a mobility device, regardless of gender.
11. Program sites with more than 50 beds shall provide at least one accessible roll-in shower or at least two transfer ADA shower seats.
12. Programs shall provide accessible beds for persons with mobility disabilities designed for easy transfer from a mobility device.
13. If there are common/communal areas located at the facility, they shall be accessible for all participants, including those with mobility devices.
14. If there is a dining area located in the facility, it shall be accessible for all participants, including those with mobility devices.
15. Doors within the facility shall be equipped with a handle which can be opened with a closed fist rather than a knob.
16. Accessibility postings shall be posted in plain sight in a common area of the facility.



Project Homekey Owner/Operator Request for Proposals (RFP)

Proposers Conference

October 7, 2020

3:00pm



Webinar Participation

- We will answer questions at the end of the presentation.
- Please submit your questions throughout the presentation via the chat function.
- An updated FAQ document with answers to questions from this webinar will be posted to this opportunity on LABAVN within three (3) business days of this webinar.



Program Overview

- The State California Department of Housing and Community Development (State) allocated federal Coronavirus Relief Funds (CRF) and State General Funds to expand housing inventory for people experiencing homelessness.
- The City and the Housing Authority of the City of Los Angeles (HACLA) applied for 16 properties with 824 units.
 - Up to 11 of these with 610 units are planned to be controlled by the City for the purpose of establishing interim housing for persons experiencing homelessness.
- These new units will be prioritized for persons experiencing homelessness residing within 500 feet of a freeway overpass, underpass or ramp, those who are 65 years of age or older, or are otherwise vulnerable to COVID-19.

RFP Page(s):
4-5



Program Overview (Cont.)

- This RFP will identify owner/operators (Selected Owner/Operators) to assume ownership of these properties and operate interim housing at these sites.
- Selected Owner/Operators must:
 - Complete necessary accessibility and life safety alterations;
 - Operate sites as interim housing for a minimum of three (3) years and a maximum of five (5) years; and
 - Convert the site(s) to permanent supportive housing at the end of the initial interim housing operating period.

RFP Page(s):
4-5



Program Overview (cont.)

- HACLA will acquire the properties and transfer ownership to Selected Owner/Operators.
- Properties shall operated as interim housing for a minimum of three (3) years and a maximum of five (5) years, after which the sites will be converted to permanent supportive or affordable housing (unless it is infeasible).
- Selected Owner/Operators will be required to sign:
 - A Promissory Note;
 - A Deed of Trust;
 - A Regulatory Agreement (restricting use of the property for 55 years); and
 - An operating contract with the Los Angeles Homeless Services Authority (LAHSA).

RFP Page(s):
5-6



Eligible Proposers

- Must be Nonprofit entities in good standing.
- Eligible proposers may partner with other entities to meet eligibility requirements in Section V.B-C of the RFP, including:
 - At least three (3) years experience operating interim housing;
 - Ability to develop and rehabilitate interim and/or permanent supportive and affordable housing ; and
 - Fiscal and budgetary capacity to operate interim housing.



City Authorized Funding

In addition to acquiring the sites, the City will provide funding for:

- Interim housing service and operating expenses for up to five (5) years.
 - The City funding for Selected Owner/Operators will be administered by LAHSA.
 - Complete Scope of Required Services can be found in Section III.A of the RFP.
- Any necessary accessibility and life safety upgrades.
 - The City expects to provide change of use permits and architectural renderings for required rehabilitation at the time of ownership transfer.
 - Prevailing wage is required, as applicable.

RFP Page(s):
8-10



Program Requirements

Conversion to Permanent Housing

- After a minimum of three (3) years of housing operations and a maximum of five (5) years, Selected Owner/Operators must secure financing to convert and operate the property as permanent affordable housing, unless conversion proves infeasible.
 - This RFP does not commit or obligate the City to provide future financial assistance. Owner/Operators are expected to seek funding for any future conversion to permanent housing.
- If conversion to permanent units is infeasible, the Regulatory Agreement will require the property to continue in service as interim housing.
 - The City does not commit to funding operations for interim housing beyond five (5) years.

RFP Page(s):
5, 11



Required Legal Documents

Promissory Note – RFP Section I.C

- Each Selected Owner/Operator will be required to sign a Promissory Note (Note), requiring **payment of the full amount of the appraised value of each property**, with zero (0) percent interest accruing during the term of the Note, and full repayment of the balance due upon the earlier of:
 1. Closing of construction financing for conversion to permanent housing as detailed below; or
 2. Five (5) years from execution of the Note.
- Appraised values for each property will be provided at the time properties are approved for purchase by the Mayor and City Council.
- At the time a property is converted to permanent housing, the City may consider making a **traditional residual receipts loan**, allowing the Selected Owner/Operator to repay any balance due under the Note, from project income over an additional 55-year period, and subject to other conditions for approval of City financing at that time, if applicable.
- If conversion to permanent or affordable housing is infeasible, the City will consider making the Note repayable through a **Service Repayment Agreement**.



Required Legal Documents

Deed of Trust

- Each Selected Owner/Operator will be required to sign a Deed of Trust securing amount due under the Note, and authorizing the exercise of remedies against the property for any breach of the Note or the Regulatory Agreement described below.

Regulatory Agreement

- Each Selected Owner/Operator will be required to sign a Regulatory Agreement restricting use of the property to interim or permanent supportive/affordable housing for fifty-five (55) years of project operations, first for use as interim housing, and for the remainder of the term as interim, permanent supportive, or affordable housing, depending on agreed-upon plans for future use of the property between the Owner/Operator and the City.

RFP Page(s):
16-17



Proposal Requirements

Proposer must provide:

- Cover Letter;
- RFP Response and Executed Forms; and
- Checklist of required documents (RFP Attachment 3).

Proposers must be registered on the Los Angeles Business Assistance Virtual Network (LABAVN)

RFP Page(s):
20-21



Proposal Package

- Proposal consists of:
 - Threshold Package and Proposer Documents (including Attachments 3-6);
 - Narratives and supporting documentation; and
 - City Required Documents A-I.
- Proposals missing any of the required documents will be deemed non-responsive and will not be scored.
- All pages must be numbered in continuous sequence with both the page number and total number of pages (e.g. Page ___ of ___).

RFP Page(s):
20-22



Threshold Package

- The Threshold Package consists of:
 1. Checklist of Required Documents (RFP Attachment 3);
 2. Proposal Summary Form (RFP Attachment 4);
 3. Proposer Documents (RFP Section VI.B.3); and
 4. Required City Documents (RFP Attachment 5).
- The Threshold Package will be screened for completeness and compliance.
- Projects that do not pass threshold will not be scored.
- The Threshold Package does not count against RFP page limits.

RFP Page(s):
21-22, Att. 3-5

Threshold Package:



1. Checklist of Required Documents

- RFP Attachment 3
- The Checklist of Required Documents must be submitted with proposal.
- The Checklist of Required Documents must be completed with proposal's page numbers.
- If a listed item does not apply to the proposed project, write N/A on the corresponding line for "Page No."

RFP Page(s):
21-22, Att. 3



Threshold Package:

2. Proposal Summary Form

- RFP Attachment 4
- The Proposal Summary Form form must be submitted with proposal.
- If a listed item does not apply to the proposed project, please write N/A.

RFP Page(s):
21, Att. 4



Threshold Package

3. Proposer Documents

Proposals must include the following for all proposers (including proposer and partner(s)):

- a. Proof of Legal Entity Status;
- b. Articles of Incorporation;
- c. By-laws;
- d. Corporate Board or Governing Body Authorization; and
- e. City Business Tax Registration Certificate (BTRC).

RFP Page(s):
21-22



Threshold Package

4. City Required Documents

Proposals must include:

- Attachment 5 documents A-I; and
- Two (2) compliance documents, which must be submitted electronically through the proposer's profile on LABAVN.org no later than **Sunday, October 18, 2020 at 7:00 p.m.***
 1. Disclosure Ordinance Affidavit
 2. Equal Benefits Ordinance/First Source Hiring Ordinance Affidavit

– Samples of these two documents are provided in Attachment 5 of the RFP for reference.

****NOTE: The LABAVN will be offline for maintenance on October 19 and 20, 2020. Documents CANNOT be uploaded after October 18, 2020 and 7:00 p.m.***

RFP Page(s):
22, Att. 5



Narratives

RFP Narratives are split into three (3) sections:

1. A-C: Demonstrated Experience and Capacity

Not to exceed a total of 10 typewritten pages

2. A-C: Site Specific Proposal

Not to exceed a total of 10 typewritten pages

3. Optional Bonus Points

Not to exceed a total of 10 typewritten pages

- Supporting documents do not count against page limits.
- Experience requirements may be met by the Proposer or Partner agency.

RFP Page(s):
22-29



Evaluation Criteria

- Each item will be scored based on the quality of the narrative and supporting documents as follows:

Scoring Criteria

No.	Evaluation Criteria	Maximum Score
1	Demonstrated Experience and Capacity	40
	a. Operating Interim Housing Facilities - Services and Operations	15
	b. Development, Rehabilitation and Management of Interim, Permanent Supportive, and Affordable Housing	15
	c. Fiscal and Budgetary Experience	10
2	Site Specific Proposal	60
	a. Proposed Interim Housing Plan - Alterations, Services, and Operations	25
	b. Proposed Operating Budget	20
	c. Proposed Plan to Convert to Permanent Units	15
3	Bonus Points: Capital and Service Funding Leverage	10
	Maximum Total Points	110

RFP Page(s):
23

Demonstrated Experience and Capacity

Narrative 1A: Operating Interim Housing Facilities – Services and Operations



- The following information should be included:
 - Minimum experience requirement three (3) years;
 - Previous experience and capacity to provide interim housing in accordance with the Requirements of the Selected Owner/Operator, detailed in RFP Section V.B.;
 - Experience linking interim housing participants to permanent housing;
 - Experience operating interim housing according to housing first principals;
 - If applying for more than one site, a description of capacity to meet the requirement to occupy 50 percent of rooms in each awarded site within 90 days of ownership transfer; and
 - Letter of Good Standing from a major service funder or Board of Directors is **required**.

RFP Page(s):
23-24

Demonstrated Experience and Capacity

Narrative 1B. Development, Rehabilitation and Management of Interim, Permanent Supportive and Affordable Housing



- The following information should be included:
 - Previous experience and capacity of the proposer, partner(s) or subcontractor(s) developing, rehabilitating, and managing interim, permanent supportive, and affordable housing in accordance with Requirements of the Selected Owner/Operator, detailed in RFP Section V.C.;
 - The proposer's or partner's experience completing life safety and accessibility alterations as detailed in RFP Section III.B.; and
 - Experience implementing construction projects according to California's prevailing wage requirements.

Demonstrated Experience and Capacity

Narrative 1C. Fiscal and Budgetary Experience



- The following information should be included:
 - Narrative description of the proposer’s financial position and capability to implement the project and provide services; and
 - Provide applicable supporting documents including but not limited to:
 1. Current profits and loss statement, balance sheet, or other documents demonstrating the proposer’s financial position and ability to implement services on a reimbursement basis;
 2. Current audited financial statements for the past two years, signed by a Certified Public Accountant; and
 3. Current operating budget including funding sources.

RFP Page(s):
24-25

Site Specific Proposal



Narrative 2A. Proposed Interim Housing Plan - Services, Operations, and Alterations

- The following information should be included:
 - Narrative description of services to be provided and service plan for the site in accordance with the Scope of Required Services, detailed in RFP Section V.A-B, including:
 - Unit Occupancy Plan to:
 - Occupy at least 50 percent of rooms within 90 days of ownership transfer if the property is vacant; and
 - Fill vacancies as existing tenants transition to permanent housing if the property is being occupied as a Project Roomkey property at the time of ownership transfer;
 - Work with LAHSA to occupy units with the Project Homekey target population of persons experiencing homelessness residing within 500 feet of a freeway underpass, overpass, or ramp, those who are 65 years of age or older, or those otherwise vulnerable to COVID-19.

Site Specific Proposal

Narrative 2A. Proposed Interim Housing Plan Services, Operations, and Alterations (Cont.)



- Continued description of Narrative Requirements:
 - Description of Supportive Services to be provided;
 - Confirmation that proposer or partner operates as a collaborative partner within the Los Angeles Continuum of Care Coordinated Entry System (CES);
 - Demonstration of commitment to non-discrimination and racial equity;
 - Building Operational Plan in accordance with RFP Section III.B.1 and LAHSA Facilities and Program Standards (RFP Attachment 2); and
 - Plan to complete life safety upgrades described in Physical Needs Assessments (PNAs).

Site Specific Proposal

Narrative 2B. Proposed Operating Budget



- The following information should be included:
 - Narrative description of the proposed operating budget for each site, including;
 - Proposed estimated budget using RFP Attachment 6 – Services and Operations Budget Template;
 - Estimated budget for life safety upgrades described in Physical Needs Assessments; and
 - Applicable supporting documents including but not limited to:
 1. Available supporting documents used to cost estimates; and
 2. Proposed expenditure milestones.

Site Specific Proposal

Narrative 2C. Proposed Plan to Convert to Permanent Units



- The following information should be included:
 - Implementation plan to both complete building upgrades and operate permanent affordable and supportive housing in accordance with the Requirements of the Selected Owner/Operator and Scope of Required Services detailed in RFP Section II.A and listed in Narrative Section 2C on page 28 of the RFP; including:
 - Affordability mix of supportive and affordable units and proposed target population;
 - Services to be provided on- and off-site upon conversion;
 - Plan to secure capital, operating, and services funding;
 - Plan to manage conversion; and
 - If residents are to be displaced as a result of conversion, assistance and benefits to be made available, in compliance with local, state, and federal law, if applicable.
 - Provide applicable supporting documents including but not limited to:
 1. Draft budget for conversion, including anticipated sources of funds; and
 2. Staffing plan.



Optional Narrative 3. Bonus Points – Capital or Service Funding Leverage

- The following information should be included:
 - Narrative description of any non-City funding the proposer will commit for project capital or operating costs during the initial interim housing operation period, including:
 - A description of funding and letters of funding commitments;
 - Confirmation that the project is eligible for funding; and
 - A calculation of the overall percentage total capital and operating costs that could be supported by the proposer during the initial interim housing period.
 - Funding must be available for the project at the time of ownership transfer.
 - One (1) point will be provided for each five (5) percent of total capital and operating costs during the initial interim housing period that can be provided by the proposer, for a maximum of ten points.

Los Angeles Business Assistance Virtual Network (LABAVN)



- All RFP-related documents are currently available on LABAVN.
- All new announcements and updated FAQs will be posted on LABAVN.
- No responses or documentation will be provided outside of LABAVN, to ensure all proposers have equal access to all information.
- For assistance with LABAVN please visit labavn.org (click “Support”) or email ITA.BAVN@lacity.org.

Proposal Submission Guidelines



- A complete proposal consists of:
 - Electronic submission: **DUE 5:00 p.m. on Monday, October 19, 2020**
 - packaged in a single zipped folder with each file clearly named using the item names in Attachment 3 – Checklist of Required Documents
 - Hard copy submission : **POSTMARKED no later than Wednesday, October 21, 2002**
 - One (1) printed original hard copy with original signatures with one (1) electronic copy on a flash drive Formatting requirements:
 - Font no smaller than 12 point.
 - Margins minimum of 1” on each side of page.

Proposal Submission Guidelines (Cont.)



- Proposals for multiple sites:
 - Proposers may submit proposals for more than one site; however, a separate proposal package must be submitted for each site and each proposal package must be complete and must stand on its own.
 - If The City receives more than a total of 20 proposals, proposers will be limited to a maximum project award of three (3) sites. Otherwise, the City will award site based on proposers' capacity to implement the program.



Proposal Submission

- All proposals must be submitted to the following addresses:
 - Electronic Submissions: **Due at 5:00 p.m. on Monday, October 19, 2020**
cao.homelessness@lacity.org
Use Subject Line: “PROJECT HOMEKEY RFP SUBMISSION: [AGENCY NAME] - [PROPERTY ADDRESS]”
 - Hard Copy Submissions: **POSTMARKED no later than Wednesday, October 21, 2020**

Mailed to:
Office of the City Administrative Officer (CAO)
Attn: Elyse Matson
City Hall East
200 N. Main St., Room 1500
Los Angeles, CA 90012-4190

RFP Page(s):
2



Scoring Process

- A panel of individuals with the appropriate expertise and professional experience will score proposals.
- Each proposal will receive a score based on the quality of the narratives and supporting documents.
- Proposals must receive minimum score of 70 or higher to be considered for funding.
 - A score of 70 does not guarantee funding.



Contact

- Email cao.homelessness@lacity.org with questions regarding the RFP and application process.
- Individualized responses will not be provided.
 - All questions will be answered via updates to the FAQ document on the LABAVN.



Questions and Materials

- Questions received via email will be answered in the FAQ document posted on LABAVN site within three (3) business days, to the extent possible.
- Questions from this Proposers Conference will be added to the FAQs and posted on LABAVN within three (3) business days.
- This Presentation will be posted to LABAVN by close of business on October 8, 2020.
- All RFP updates and addenda will be posted to LABAVN.



Summary of RFP Deadlines

Item Description	Due Date
Presentation materials Posted from Bidder's Conference	Thursday, October 8, 2020
FAQs Posted from Bidders Conference	Tuesday, October 13, 2020
Last Day to Submit Questions	Wednesday, October 14, 2020
Last FAQ Update Posted	Friday, October 16, 2020
Due Date for BAVN Document Upload	Sunday, October 18, 2020 at 7:00 p.m.
Proposals Due (electronically)	Monday, October 19, 2020 at 5:00 p.m.
Proposal Hard Copy Deadline	Postmarked no later than Wednesday, October 21, 2020
Notification of Proposal Results	Late October, 2020 (Estimated)
Appeal Period	Emailed to the City no later than two (2) business days after proposers are notified of proposal results
Selected Owner/Operators Sign Funding Agreements	November 2020