

Request for Proposals

Mountain Housing Council of Tahoe Truckee

STUDY AND RECOMMENDATION FOR A PERMANENT HOUSING ENTITY IN THE TAHOE TRUCKEE REGION

November 26, 2018



www.mountainhousingcouncil.org

1. PROPOSAL DEADLINE

Proposals must be received electronically by 5:00 PM on 01/07/2019.

2. PROPOSAL SUBMISSION

Please submit proposals electronically (PDF format) to Emily Vitas:

Emily Vitas

Mountain Housing Council c/o Tahoe Truckee Community Foundation

11071 Donner Pass Road, Truckee, CA 96161

emily@ttcf.net

3. REQUESTS FOR ADDITIONAL INFORMATION

Please direct all questions to Emily Vitas at emily@ttcf.net by 12/21/18 at 5:00pm.

4. PROJECTED TIMETABLE

Proposed project schedule is as follows:

Activity	Completion Date
Proposal deadline	January 7, 2019
Interviews with select applicants	January 22 – 31, 2019
Scope of work and contract	February 15, 2019
Phase I Written Report Completed	April 18, 2019
Receive Feedback from MHC	May 3, 2019
Phase II Written Report Completed	May 31, 2019

5. INTRODUCTION AND BACKGROUND

Project Overview

The Mountain Housing Council of Tahoe Truckee (MHC), a project of the Tahoe Truckee Community Foundation, brings together 29 diverse key stakeholders to take on the unique and pressing challenges of housing in the North Lake Tahoe-Truckee Region. The MHC's goal is to build on needs identified in the 2016 Regional Housing Study and accelerate regional solutions to housing problems of availability, variety, and affordability. More information about the MHC can be found at: <https://mountainhousingcouncil.org>.

The MHC members represent local government (town, counties, and special districts), nonprofit agencies, and businesses. The Council's primary focus is on addressing policies that are barriers to Achievable Local Housing¹ and

¹ **Achievable Local Housing:** the adopted definition of the range of housing needs in the North Tahoe-Truckee region, which includes the traditional affordability levels of very low and low (up to 80% Area Median Income) as well as households earning between 80%-195% of Area Median Income levels.

increasing opportunities for Achievable Local Housing through public awareness. Each year, the Council votes on which projects to take on. Last year, Council work groups identified vacant government owned land that could be used to build Achievable Local Housing and came together to study and discuss how to lower the cost to build new housing, including examining the effect of development impact fees. This year, work groups are studying the impact of short-term rentals on the for-sale and long-term rental market, how accessory dwelling units (ADUs) can increase the supply of housing for the workforce and locals, as well as building consensus for a regional supportive housing project.

The MHC is a collaborative project housed under the Tahoe Truckee Community Foundation. It is not set up organizationally to apply for and manage grants, hold title to donated land, run housing programs, or build Achievable Local Housing¹. The MHC has funding secured for three years and is currently in its second year of operation. By the end of the three years, the MHC will need to determine what type of permanent housing entity is most advantageous and effective for the region. Determining funding for capital and operations and staffing implications will both be key considerations in making the decision for what entity best meets the region's needs.

The MHC is soliciting written proposals for professional services related to a two-part study of housing entity types that the Council may consider for its future organizational structure.

Phase I of the study will include a written report identifying the various types of housing entities and the benefits and drawbacks of each type of entity for funding eligibility and types of projects the entity can take on. The written report will be provided to the MHC. After reviewing the information, Council leadership will give direction to the consultant regarding future priorities for the MHC to inform a recommendation for the most optimal future organizational entity(ies).

Phase II will include a recommendation from the consultant about the best entity, or combination of entities, to match the MHC's priorities for funding and project eligibility and outline next steps to set up the new entity(ies).

6. WORK TO BE COMPLETED

Phase I

Develop a written report outlining the pros and cons of various housing entity types and organizational structures that would accelerate solutions to regional housing issues.

The entity would need to have the capacity to:

- Support Regional Innovation and Collaboration
 - Facilitate collaboration in the region amongst a wide range of stakeholders
 - Bring outside innovations to the region, network with other mountain communities
 - Respond to opportunities as they arise
- Engage Community
 - Including: neighbors, HOA's, developers, funders, decision-makers
- Manage Marketing + Communications
 - Maintain strong education and outreach efforts around regional housing needs, solutions, and opportunities
- Facilitate Housing Projects
 - Land: Acquire land and hold title to donated land
 - Property: Hold title to buildings and structures
 - Conduct outreach to developers, maintain developer network
 - Manage projects or conduct RFP process to hire developers to build achievable local housing units (new or rehabilitated)
- Garner Funding
 - Advocate for State-level funding for the region
 - Apply for federal, state, and local funding sources and grants (private and public)
 - From private sources
 - From regional tax base (i.e.TOT, sales, property tax)
- Operate Programs
 - Down payment assistance programs for home purchase
 - Rental assistance programs including vouchers for security deposits and monthly rental stipends
 - Rehabilitation programming/funding for existing housing
 - Rental matching program with employers
 - Long-term lease programs utilizing vacant or seasonally occupied second homes
 - Regional deed restriction program
 - Credit program
 - Collect and hold funds from a variety of sources, both public and private

- Short-term rental policy and programs
- Other potential activities to support local's housing
- Policy Development
 - Work with regional partners and teams to develop policy that lowers barriers and increases incentives for achievable local housing

One entity type may not be able to achieve all of the functions listed above, but the study should clearly identify which housing entity types can do each function and the benefits and weaknesses (limitations) of each housing entity type including various funding sources and mechanisms for each option.

Possible housing entity types include, but are not limited to:

- Community Housing Developer (for profit)
- Community Development Housing Corporation (nonprofit)
 - Community Housing Development Organization (CHDO)
- Community Land/Housing Trust
- Enhanced Infrastructure Finance District (EIFD)
- Housing Acceleration Fund
- Regional Housing Authority
- Redevelopment Agency
- Joint Powers Authority (JPA)
- Project under Tahoe Truckee Community Foundation (as MHC is currently functioning)
- Housing Departments at local jurisdictions
- Any other type of entity who could fulfill these roles effectively
- Combination of several of the above

Deliverables: Written Report/Study with possible presentations.

Phase II

Upon receiving direction about top priorities for the new entity type from the MHC, the consultant will develop a written recommendation for the most optimal future organizational entity or combination of entities. In addition, the written report will outline next steps to set up the new entity(ies).

Deliverables: Written Report/Recommendation

7. PROPOSAL FORMAT

Proposal Format and Submittal

Proposals should be clear, concise, and brief (maximum of 10 pages), not including resumes, schedule and cost, and references.

Scope of Work

Define specifically the scope of services to be provided to complete the Phase I Study and Phase II Recommendation. Include important strategic considerations, potential decision points and alternatives, and explain the advantages of the proposed approach. If proposing changes to tasks outlined in the RFP, include an explanation of why they should be considered.

Include estimated time schedule of the major tasks to be accomplished.

Background, Qualifications, and References

- List current and previous experience in housing programs, operations, and planning; list the specific projects which demonstrate this experience.
- List current and previous experience in organizational assessments and recommendations; list the specific projects which demonstrate this experience.
- Include a duty statement and resume of each key person to be assigned to the project, by name and title, with experience in pertinent fields.
- If subcontractors will be used, include a description of those persons or firms including a description of their qualifications.
- Describe readiness and ability to complete the outlined tasks on a timely basis.
- Provide a minimum of three references for similar projects, with name and phone number.

Cost Proposal

Provide cost as a not to exceed fee estimate, broken down by task, for completing all work as described in the proposal. Include a schedule of billing rates for key management, technical personnel, subcontractors, and support staff and a cost schedule for any anticipated direct expenses (e.g., mileage, travel, etc.)

The total value of the project is not to exceed \$20,000 and completion date is June 1, 2019.

8. NOTIFICATION AND SELECTION PROCESS

The selection process will be completed within two weeks of the submission deadline. The following steps will be used to select a consultant:

1. Initial Screening: The MHC Project Director and select Council members will review and evaluate proposals using the following criteria:

- Proposal content, study approach, qualifications, quality, references, cost and timing
- Demonstrated professional qualifications, relevancy of listed project experience, and demonstrated ability to complete work tasks listed in the RFP

2. Interviews: Applicants that meet the initial screening criteria may be invited to interview with the MHC in person or by phone. It is possible that the selection of a Consultant will be based solely on the written RFP response.

3. Contract: The successful consultant will be asked to enter into a contract with Fresh-tracks Collaboration, which provides Project Management for the MHC.

9. LIABILITY INSURANCE

Selected consultant shall maintain at all times insurance of not less than \$1,000,000 per occurrence for workers' compensation and general liability thus insuring against all liability of consultant and its authorized representatives arising out of and connected with consultant's work on this project. All such policies of insurance shall be primary insurance, and a copy of consultant's insurance policy shall be submitted to Fresh-tracks Collaboration for review and approval prior to the commencement of the term of the contract.

If the consultant is a sole proprietor and thus, does not have any employees, the requirement for Worker's Compensation is waived.