



## San Francisco Local Agency Formation Commission

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March 11, 2024

### **SUBJECT: Responses to Questions on Municipal Housing Agency Study RFP**

This memo provides answers to questions received from potential proposers to San Francisco Local Agency Formation Commission solicitation #LAF2024-01 for a Municipal Housing Agency Study:

1. Is there a set, not-to-exceed budget for this RFP?
  - a. We do not have a set budget for this study. Because the City and County of San Francisco is facing a significant budget deficit for Fiscal Year 2024-2025, the LAFCo commission may be looking to achieve savings in our budget for consultants.
  - b. Applicants are encouraged to submit budget proposals that demonstrate efficiency and cost-effectiveness while ensuring the quality and completeness of the proposed services. Please note, the total budget for the project will be a significant factor in the evaluation process. Therefore, applicants should strive to provide competitive and realistic budget proposals that meet the needs of the project.
  - c. **The following has been added to Section 4 on page 11 of the RFP to clarify this:**

As part of your proposal submission, applicants are required to provide a detailed budget proposal outlining the anticipated costs associated with completing the scope of work outlined in the RFP. This budget proposal should encompass all expenses directly related to the project, including but not limited to personnel, materials, travel, and any other relevant expenses. Additionally, applicants should provide a breakdown of costs for each phase of work and any subtasks as outlined in the Scope of Work section of the RFP.

Proposals will be evaluated based on various factors, with a particular emphasis on the cost-effectiveness of the proposed budget. The evaluation of cost-effectiveness will consider the alignment of proposed costs with the project's scope of work, the reasonableness of proposed expenses, and the overall value provided by the proposed budget in relation to the anticipated outcomes of the project.
2. Can you assist firms who do not meet all the requirements of this RFP with connecting with others who are interested?
  - a. No, we are not able to connect interested applicants who do not meet all the requirements. We encourage you to review the San Francisco Local Business Enterprise (LBE) program which provides a directory of local small businesses that can be filtered by categories such as "facilitator," "community relations," and "event planning:"  
<https://sfcitypartner.sfgov.org/pages/LBESearch/supplier-search.aspx>
3. Can you share the attendance list for this meeting?
  - a. No, we will not be sharing information about proposers or potential proposers prior to awarding a final contract. This information is exempt from disclosure pursuant to Michaelis, Montanari Johnson v. City of Los Angeles, 127 Cal.App.4th 1298 (2005), and is also exempt under Section 67.24(a)(2) of the San Francisco Sunshine Ordinance.

4. What is the main goal of LAFCo?
  - a. RFP Page 4: The San Francisco Local Agency Formation Commission seeks proposals to conduct a study to determine the viability and recommended structure of a Municipal Housing agency pilot. For the purposes of this study, “Affordable Housing” includes a wide range of types of housing that is either funded by the government or where rent or cost of ownership is restricted. “Social Housing” is a subset of Affordable Housing that adds the criteria of permanent affordability and average income restriction, as defined in Admin Code Section 10.100-78(e). “Municipal Housing” is a subset a Social Housing that is explicitly owned and operated by the City.

The study will have two primary goals: first, define and outline a structure for a pilot phase of a Municipal Housing enterprise agency to create and manage cross-subsidy, mixed income, City-owned housing. This study will include the number of full-time equivalent positions per subdivision and the total departmental cost estimate; and second, provide recommendations on centering tenant perspectives in the execution and structure of the department, especially low-income tenants.

A comprehensive municipal housing program in San Francisco would expand upon the City’s existing partnerships with cooperatively owned affordable housing developments and qualified, community-based, non-profit affordable housing developers. While this study focuses on municipal housing in particular because it is not currently part of San Francisco’s affordable housing portfolio, this study should consider meaningful integrations, economies of scale, and complementary programs between municipal housing and the rest of San Francisco’s affordable housing portfolio to prevent undue competition for funding and resources.

The outcomes of this study, and the final deliverable, will be a report used to inform budget recommendations for implementation of November 2020’s Proposition K, which authorized the City to own, develop, construct, acquire or rehabilitate up to 10,000 units of low-income rental housing and potentially inform the actions of the Housing Stability Fund Oversight Board.

Additional deliverables include, convening and staffing a working group of local housing experts with the goal of soliciting feedback and input for the final report; and a symposium of experts on housing in San Francisco and experts on municipal housing globally after the final report.

5. How does LAFCo intersect with the city’s current programs and dollars for affordable housing?
  - a. As part of its special studies authority, the LAFCo is studying municipal housing services. LAFCo does not implement any programs related to affordable housing.
6. Is LAFCo supported by the Board of Supervisors and the Mayor’s Office of Housing?
  - a. RFP page 5: SF LAFCo is governed by a five-member Commission. Three members are appointed by the Board of Supervisors of the City and County from its own membership. The Board of Supervisors also appoints a fourth Supervisor who is an alternate member from its own membership. Two Public Members-at-Large are appointed by the other three commissioners. The Commission may also appoint one alternate public member.
7. Who will LAFCo be accountable to?
  - a. RFP page 5: SF LAFCo is governed by a five-member Commission. Three members are appointed by the Board of Supervisors of the City and County from its own membership. The Board of Supervisors also appoints a fourth Supervisor who is an alternate member from its own membership. Two Public Members-at-Large are appointed by the other three commissioners. The Commission may also appoint one alternate public member.

8. How is LAFCo receiving and disbursing its funding? [for this RFP]
  - a. LAFCo is primarily funded by an annual allocation from the City and County of San Francisco. LAFCo funding for contractors is disbursed by the Clerk of the Board of Supervisors, which provides administrative support to LAFCo.