



**COUNTY OF SANTA BARBARA
Community Services Department
Housing & Community Development Division**

**REQUEST FOR PROPOSALS (RFP)
*Strategic Plan for Workforce Housing
Development and Preservation***

This RFP is posted at www.countyofsb.org/housing - under News and Announcements

**December 22, 2021
Reissued January 3, 2022**

**Deadline for Submission:
Friday, January 21, 2022
5:00 p.m.**

**Submit to: HCDNOFA@co.santa-barbara.ca.us
Enter in the subject line: "Workforce RFP" followed by
organization name or consultant's last name**

Late Proposals Will Not Be Accepted

Submit inquiries at least 5 business days prior to the due date to:

HCDNOFA@co.santa-barbara.ca.us

Responses will be posted to CountyofSB.org/housing (under News and Announcements)

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Request for Proposals
Strategic Plan for Workforce Housing
Development and Preservation

A. INTRODUCTION

The County's Division of Housing & Community Development (County HCD) requests proposals from qualified consultants to collect and/or review available demographic, economic, and housing data and draft analyses that the Consultant will use to determine the housing gap for the workforce population and create a Strategic Plan (Plan) for the development and preservation of local Workforce housing opportunities in Santa Barbara County.

B. PROJECT LOCATION

The Strategic Plan should inform, guide and influence future land use, housing projects and programs throughout all housing market areas of primarily unincorporated of Santa Barbara County. Housing and Community Development staff (HCD) will present the Plan to the County Board of Supervisors and make recommendations for new programs or to bolster existing programs, and the estimated costs.

C. PROJECT PURPOSE AND NEED

On June 1, 2021, the Board of Supervisors received a report from the County CEO's office on the possible uses of \$43.3 million in American Rescue Plan Act (ARPA) funds included in the FY 2021-22 Budget. The types of funds presented were both "restricted" to COVID response and recovery activities, to be used in compliance with the U.S. Treasury Department rules, and "discretionary," which has greater flexibility and is equal to the amount of COVID-related revenue losses incurred by the County. During the June 1 meeting, the Board directed staff to return with more information regarding a few focus areas, one such area being Workforce housing. The staff report (Board Letter) and meeting video may be viewed [HERE](#).

On October 5, 2021, County HCD staff presented a report to the Board of Supervisors on the "Consideration of Further Study on Workforce Housing Needs in Santa Barbara County". In the report, staff described workforce housing, the lack of housing inventory for this population, and existing programs that assist homebuyers and renters with gaining access to affordable housing. Staff recommended further research on the housing gap and identification of model housing programs, funding opportunities, and financing strategies to meet the housing needs of the County's Workforce households. The Board accepted the recommendation to "Direct staff to issue a Request for Proposals for an experienced consultant to provide further study on Workforce Housing as described in the Board Letter, funded by previously earmarked funding for such purpose." The Board Letter and related materials, and video may be viewed [HERE](#).

The County receives federal and state funds, as well as contributes local funds, toward the development of

affordable housing and housing-related programs. Prior to the onset of federal and state COVID-19 economic stimulus funding, over the past 5 years, the County has received approximately \$1 million annually in federal HOME funding for affordable housing development and tenant-based rental assistance, and currently has a balance of over \$1 million in fees collected from developers in-lieu of providing affordable housing as allowed under the County’s Inclusionary Housing Ordinance, Beginning in Fiscal Year 2019, the County receives an annual allocation of state of California Permanent Local Housing Allocation (PLHA) to address affordable housing needs. The County’s HOME and PLHA funds are allocated pursuant to Consortium agreements with local cities.

HOME CONSORTIUM	PLHA CONSORTIUM*
Unincorporated County	Unincorporated County
City of Carpinteria	City of Carpinteria
City of Goleta	City of Buellton
City of Buellton	City of Solvang
City of Solvang	City of Goleta
City of Lompoc	City of Santa Maria
City of Santa Maria	

**PLHA is allocated based on the CDBG Urban County allocation formula. The Santa Barbara County Urban County partnership includes the cities of Carpinteria, Buellton, and Solvang. The cities of Goleta and Santa Maria receive direct allocations of CDBG and PLHA, and joined a Consortium with the County as the administrative entity.*

With an average 50-unit affordable housing new construction development costing over \$24.2 million, locally available affordable housing funds are insufficient to meet Santa Barbara County’s current and projected need for affordable housing opportunities for its workforce. In this context it has become increasingly apparent throughout the state, more so in high-cost housing market areas such as Santa Barbara County, that the vast majority of “middle income” or “workforce” households may not have the necessary income and financial resources to afford rental and homeownership housing in Santa Barbara County. Moreover, the funds available to provide local housing opportunities for this significant subset of wage earners are inaccessible resulting from statutory, regulatory and programmatic compliance requirements, which, generally are limited to households earning less than 80% of area median income.

Therefore, additional data and research are needed to determine the true “workforce” housing gap, identify potential new and replicable housing program models, identify challenges and opportunities and how to address these, and articulate public policy approaches and solutions as to how decision-makers can advance goals and objectives of facilitating feasibility and development of Workforce housing opportunities on a project level throughout the county.

For the purposes of this project, the targeted workforce are households with annual incomes above sixty-percent (60%) and up to one-hundred fifty-percent (150%) of the area median income as published annually by the U.S. Department of Housing and Urban Development for the Santa Barbara-Santa Maria Metropolitan Statistical Area.

D. PROJECT BACKGROUND AND SCHEDULE

In connection with preparing the County’s 2020-24 Consolidated Plan as required for the CDBG and HOME programs, one of the primary needs identified through stakeholder input was addressing the jobs-housing imbalance in the County, specifically for lower and moderate-income residents. Housing affordability may be worsening as a result of the COVID-19 pandemic, as Santa Barbara County ranks highest in the country where home prices have outpaced salaries since the fourth quarter 2019. As a result, many South County employees live in north Santa Barbara County or Ventura County and accept long daily commutes to their places of employment, creating a significant disconnect between work and home. Workforce employees are critical to the County’s basic infrastructure and HCD’s goal is to create affordable housing opportunities to retain these households whose employment provides the backbone to the fabric of our community.

Table 1 provides the County’s tentative dates for consultant contract procurement and execution.

Table 2 lists major tasks that are further described herein and tentative timeframes for the consultant’s completion of the major task deliverables. However, the County will consider alternative schedules if the consultant demonstrates in their proposal that additional time is necessary to complete one or more deliverables. All of the dates and timeframes provided below are estimates that, at the County’s sole discretion, may be changed without notice.

Table 1 – Tentative County Contract Procurement and Execution

Description	Date
Issue Request for Proposals	December 22, 2021 Reissued January 3, 2022
Deadline for proposals	January 21, 2022
Complete review of proposals and, if applicable, notify consultants for interviews	January 28, 2022
Conduct consultant interviews	Week of February 7, 2022
Announce consultant selection	February 11, 2022
Issue Notice to Proceed and execute contract	February 14, 2022

Table 2 – Tentative Consultant Project Schedule

Description	Timeframe
Lead kick-off meeting (Task 1)	February 21, 2022
Submit Draft Workforce Housing Affordability Gap Assessment (Task 2)	February 28, 2022
Submit Draft Evaluation of Existing County Programs and Analysis of Model Programs in Similar Communities (Task 3)	March 14, 2022
Submit Draft report on the mechanics of successful employer sponsored housing programs within the County for the purpose of replication. (Task 4)	March 28, 2022
Identify funding opportunities and how to build strong housing development financing resources (Task 5)	April 11, 2022
Final Report and discussion with staff	April 25, 2022
Board of Supervisors meeting; consultant to be available	May 24, 2022

E. PROJECT OBJECTIVES

- Identify and gather or review existing available data to determine the true housing gaps for the workforce population to rent and own homes.
- Evaluate existing programs in the County and how they may be changed or supplemented for greater efficiency and effectiveness and (b) Identify and articulate other model housing programs that have been successfully implemented within jurisdictions similar to Santa Barbara County, either locally, statewide and/or nationally, including management and oversight structures.
- Identify the mechanics of successful employer-sponsored housing programs within and outside the County for the purpose of replication.
- Identify funding opportunities and how to build strong housing development financing resources for workforce housing.

REQUIRED TASKS AND DELIVERABLES

The project tasks and deliverables are described below. The tasks are provided as guidelines and the consultant may advise County HCD staff on alternate processes with provision that these recommendations consistently align with Project Objectives and may improve and enhance the evaluation and analysis.

Respondents to this RFP are advised to provide a detailed Project Scope of Work, Schedule and Budget that incorporates all tasks and deliverables, along with accompanying work breakdown structures and narrative descriptions as reference. Prospective consultants may recommend supplemental tasks and services based on their professional judgment and project objectives; the basis of these should be articulated and considered in the project scope, schedule and budget. Proposals must identify all tasks and deliverables as distinct line items with an accompanying narrative.

Prospective consultants should also identify any data or information that they may request County HCD staff or other County staff to compile and provide, such as statistics on County land use permits or descriptions of County affordable housing programs. Data and information collected from non-County sources must be specific to the unincorporated areas of the county, except when only aggregated data or information is available. Where such aggregated data is referenced, efforts at interpolating and interpreting the data for consistency with unincorporated areas of Santa Barbara is recommended as best practice.

As appropriate, the consultant should use bullet statements, tables, charts, and maps to summarize data, analyses, and conclusions.

All draft and final documents and deliverables will be subject to at least two rounds of review by HCD staff. The consultant must include time for at least two rounds of staff review in the project schedule and cost proposal.

Task 1: Kick-Off Meeting

The consultant shall coordinate a virtual kick-off meeting within 10 working days of authorization to commence work. The kick-off meeting will allow the consultant and staff to review the project objectives, identify any issues that may affect the project scope of work, schedule and/or budget, and establish communication and review protocols. In preparation and advance of the kick-off meeting, the consultant shall identify any existing County documents or data required for the project as noted. This request should tie-in to specific task and deliverables to allow for consideration of timing and sequencing of providing specific requested data and related studies, documentation and information.

Task 1 Deliverables:

- Coordinate one kick-off meeting with staff, including agendas and minutes.

Task 2: Identify the Workforce Housing Affordability Gap

The consultant shall prepare an analysis of the Workforce Housing Affordability Gap within the County of Santa Barbara. The goal is to determine what is an affordable housing expense for local workforce households and draw comparisons to the typical sales & rental price for housing within Santa Barbara County.

- What percentage of the County's Workforce households fall into the Affordability Gap and could benefit from the assistance of affordable housing options?

- What tools could serve in closing the Affordability Gap by promoting affordable housing opportunities: Public-Private Partnerships, Government funding opportunities, Developer Financing Incentives, Alternative construction materials and methods, down payment & closing costs assistance programs, etc.

Task 2 Deliverables:

- Affordability Gap Assessment, with a separate subsection for each of the required analyses above

Task 3: Evaluate Existing County Programs and Provide Analysis of Model Programs in Similar Communities

Task 5 that follows addresses affordable housing financial models; this area of evaluation, analysis and response includes broad-brush review of existing county programs and review of housing program policies procedures, and administration regarding land use and regulatory policy including developer exactions, land use and zoning development incentives, and evaluation of past funded projects within the county, including for-sale and rental projects. It also encompasses review and evaluation of similarly-situated and comparable communities' in context of successful "workforce" housing models.

- A well-articulated response to this area of evaluation and analysis may include and incorporate not only successful examples of workforce housing, but also reference to projects that may have been proposed and whose outcomes were either not fully-realized from project concept and/or modified resulting in either workforce housing not having been built or modified to an extent providing less optimal results.
- In this regard what led to the success or shortcomings of each built, modified or unrealized project? How are the projects that have been constructed faring presently? Are regulatory requirements associated with these developments sufficient to retain these units as community assets available over the long-term? As concerns less successful or optimal outcomes, evaluate and identify the reasons for this. Land-use and zoning restrictions, environmental constraints, neighborhood opposition, or other. Include both county and comparable models in the response. What suggestions might be considered to result in future production of similar development proposals?
- Address interjurisdictional models in the discussion as well and include evaluation of differing housing market areas and compare and contrast how various policies, local, state and possibly federal (fair housing, etc.), may incentivize production of workforce housing including, affordability by design, development by-right, nexus and alignment with other desired policy outcomes, open space, parking, transportation, climate action strategies, fair housing, etc.

Task 3 Deliverables:

- Submit Draft Evaluation of Existing County Programs and Analysis of Model Programs in Similar Communities

Task 4: Report on Successful Employee Sponsored Housing Models for Replication

Identify the mechanics of successful employee sponsored housing programs within the County for the purpose of replication. Find the strengths and weaknesses of available examples of affordable housing

programs sponsored by such entities as Cottage Hospital, UCSB, and Westmont College. Identify the types of agreements or restrictive covenants used to ensure long-term affordability. The intent of this type of program is to produce below market rate income- and price- restricted residential units developed by employers and offered to County Workforce employees.

Research large employers in Santa Barbara and those that have specialized workforce needs that require advanced education and training. With consultation with County HCD, contact employers to inquire of their difficulty, if any, to find qualified employees or difficulty recruiting from outside the County due to the high housing costs. Discuss with employers sample successful models and gauge employers' interest in implementing employer-assisted housing programs.

- Recognize local companies which have the financial capital and land to facilitate the development of employment housing
- Develop strategy to encourage County partnerships with larger employers or developers to help navigate through the development and permitting process to produce rental or resale units affordable to members of the local Workforce, or offer homeownership assistance.
- Assist in the creation of a model or marketing plan that contains sample covenants, development agreements, and design prototypes, and detect ways for the expedition of the project application and permitting process to help reduce development costs.

Task 4 Deliverables:

- Employer Sponsored Housing Programs Analysis

Task 5: Identify funding opportunities and how to build strong housing development financing resources

Research and identify financing resources for affordable housing development at municipal, state and federal levels, including potential private financing that may be available-- Community Reinvestment Act, etc., and provide examples of how these resources have proven beneficial to development of affordable housing in either stand-alone affordable housing developments and/or mixed-income housing developments for "conventional" multi-housing affordable projects and workforce housing.

- Provide forward-looking analysis of innovative, replicable financial models and programs at all levels of public finance that address and support development of affordable housing, and include examples of opportunities and constraints, strengths and areas of potential improvement of such models and how these may benefit development of workforce housing.
- In the overall context of the totality of these resources, articulate which are most likely to be utilized presently, which may be time-limited, e.g. bond issuances, etc., and which represent potential for revolving finance. Include limiting factors as well, specificity of use, timing of availability and access, programmatic constraints.
- In terms of resources that may be available for "workforce" housing specifically, how may these resources align with potential development to address this population, and include discussion and articulation as to how to incentivize and structure existing or recommended fiscal policy or other public policy instruments, to advance and enhance financial feasibility of workforce housing.

Lists and source descriptions are a reasonable expectation; a strong response includes evaluation and analysis of what might otherwise be considered atypical and innovate housing models currently being developed with creative financing tools in addition to conventional sources.

Task 5 Deliverables:

- Submit Draft analysis of funding opportunities and how to build strong housing development financing resources. Include case studies and examples of conventional and innovative, potentially replicable financial models as basis for potential policy advocacy and/or development, depending on source(s).

Task 6: Preservation and Retention of Affordable Housing Stock

The consultant will develop a strategy to expand upon existing homeownership rehabilitation programs for Workforce homeowners. Also needed is a comprehensive review of Chapter 46 of the County Code identifying areas to be strengthened to lengthen affordability periods of below market rate rental and resale units.

- What would be required to expand Habitat for Humanity’s Neighborhood Revitalization Program or a similar Home Repair Program to the Workforce households within North Santa Barbara County (Buellton, Santa Maria, & Lompoc)?
- What amendments can be made to the County’s Inclusionary Housing Ordinance (IHO) and Policies and Procedures to preserve long term affordability in the creation of new resale units by developers using both local and State programs to satisfy a residential housing project’s Affordable Housing conditions?

Task 6 Deliverables:

- Submit Draft analysis on homeowner repair program for North and South County
- Submit Draft analysis on the County’s Inclusionary Housing program to preserve long term affordability

F. PROJECT MANAGEMENT

The key project management expectations and information for the selected consultant include the following:

1. Project Status. The selected consultant shall meet with HCD staff once a week by telephone or virtually. The purpose of these meetings is to update staff on the status of the project. The consultant shall prepare agendas and minutes for each meeting.
2. Schedule Management. The selected consultant shall meet the project schedule in the final contract and communicate any possible subsequent changes to the project schedule to the County project manager. Maintain Project Log of approved project changes.
3. Standards of Document Quality. The consultant shall perform quality assurance/quality control review on all draft and final documents. The consultant shall apply the following standards:
 - Prepare documents that are thorough, concise, and easy-to-understand. Tailor documents to meet the needs of the public and decision-makers. Focus on critical information and issues; omit redundant or unessential text and statistics.

- Use bullet statements, tables, charts, and maps as appropriate to summarize data, analyses, and conclusions.
 - Present detailed data in appendices.
 - Consult *The Chicago Manual of Style* to ensure proper and consistent style.
 - Use consistent capitalization, terms, headings, and format (e.g., font, alignment, and spacing).
 - Organize documents in a clear, concise, and logical order. Organize documents by topic, chronological order, or critical path. Prepare outlines for long and/or complex documents.
 - Cite all data and information sources; include a formal bibliography or list of sources.
 - Prepare all documents using Microsoft Word.
4. County Contact. HCD shall provide direction, oversight, and review of all work performed. The County project manager is:

Andrew Kish, Sr, Housing Program Specialist akish@countyofsb.org (805) 568-3534	Laurie Baker, Housing Program Manager lbaker@countyofsb.org (805) 568-3521
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5. Payment Schedule. The County shall remit payment to the consultant after receipt of an invoice that itemizes completed work and the satisfactory completion of each task listed in Section D, Required Tasks and Deliverables. The payment schedule terms are negotiable and will be specified in the contract.

G. PROPOSAL REQUIREMENTS AND CONTENTS

Proposals shall contain sufficient detail to allow for thorough evaluation and comparison. They should be as concise as possible without compromising clarity. Proposals should include the following information, in sectionalized format:

1. Format and Content
 - a. Introduction. Overall understanding of the project, tasks, and deliverables; include any issues that may require special consideration. If a joint venture, please identify the prime contractor and all subcontractors.
 - b. Qualifications. Firm capabilities, brief history, organizational structure, top management (similar information for each joint venture participant and subcontractors, and approximate percentage of contribution), and relevant experience. Include the firm(s) type and tax identification or social security number.
 - c. Staff. Proposed project manager and relevant experience; an organizational chart showing project manager, key staff, and all supporting staff; brief resumes highlighting relevant qualifications; staff responsibilities, estimated hours, and percentage of total hours. Staff identified to work on the project must actually perform the work. The selected consultant must obtain County approval

before making any staffing changes during the contract performance period.

- d. Project Scope of Work, Required Tasks and Deliverables. Approach toward accomplishing the required tasks and deliverables in context of overall project scope of work; definition of each task, including depth of analysis, and data to be used. Specify where and how existing and original data would be gathered. Identify any recommended changes to the required tasks and deliverables, and the basis for the changes to the baseline project scope of work. A list of assumptions should be included that clearly defines the limits of the scope of work.
- e. Cost Proposal. Itemized budget breakdown by task, deliverable, and cost proposal with estimated hours (total hours and project manager hours) and salary; administrative and overhead expenses; and indirect expenses. Cost proposals should include a 10 percent contingency. The County shall only release contingency funds if the selected consultant performs functions or carries out unanticipated work that is requested by the County and is within the contracted scope of work. Any such unanticipated work requested by County will be initiated and authorized through written approval. Any significant changes to the baseline project budget are also subject to County review and written approval.
- f. Schedule. Proposed schedule by required task and deliverable that complies with the deadlines outlined in Table 2. The County will consider alternative schedules based on the consultant's experience, understanding of the scope of work, and availability of data. Requested changes to, or modifications of, the baseline project schedule must be provided to the county and subject to review and written approval. Assume a five-day workweek and consider closures for Holidays and related events.
- g. References. List of former clients receiving comparable services to what is requested in this request for proposals, including the project manager's name and telephone number.
- h. Insurance. Summary of the firm's (and any sub-consultant's) insurance coverage. Minimum coverage and types of insurance that are required to be maintained throughout the term of the project are identified in the County's [Indemnification and Insurance Requirements](#).

The selected consultant shall provide workers compensation insurance for all of its employees. The consultant must submit a certificate of insurance with the proposal to establish coverage, if such certificate is not already on file with P&D.

2. Contract

- a. Acknowledgement of terms and conditions and the ability to conform to these terms, as addressed in the County's [Standard Terms and Conditions for Independent Contractors](#).

3. Submission

- a. Signature. An authorized official must sign the proposal to commit the firm, along with a statement that the contents, including not-to-exceed cost, remain effective for a period of not less than 60 days from the proposal deadline for submission.
- b. Proposal Submittal. Submit a digital copy of the proposal to HCDNOFA@co.santa-barbara.ca.us

Hard copies may be mailed; however, the date that the electronic version was received by HCD will be recorded as the date that the proposal was received. Hard copies may be mailed to the attention of Andrew Kish, County of Santa Barbara, Housing and Community Development, 123 Anapamu St., Ste. 202, Santa Barbara, CA 93101.

H. SELECTION PROCESS

County staff will evaluate all proposals and may conduct interviews as part of the selection process. Staff will use the following criteria to rate firms and their proposals (in no particular order):

1. Responsiveness to this RFP;
2. Quality and clarity of the proposal;
3. Experience compiling, analyzing, and synthesizing complex demographic, economic, and housing data;
4. Qualifications of project manager and technical staff;
5. Experience presenting at public meetings and decision-maker hearings;
6. Proposed schedule; and
7. Cost effectiveness.

I. ADDITIONAL INFORMATION

1. The County reserves the right to modify or cancel this RFP, in part or in its entirety, and to reject all proposals. The County reserves the right to negotiate with the selected consultant to make any necessary changes to the scope of work.
2. All responses to this RFP will become the property of the County. All data, documents, and other products used or developed during the study will remain in the County domain upon completion of the project.
3. The County's [Indemnification and Insurance Requirements](#) and [Standard Terms and Conditions for Independent Contractors](#) will be specified in the contract.
4. Consultant agrees to County Anti-discrimination policies and procedures,