

REQUEST FOR PROPOSALS FOR THE
DEVELOPMENT OF AFFORDABLE
HOUSING ON ASSESSOR PARCEL
NUMBERS 458-531-26 & 458-532-22
LOCATED AT 6255 MISSION GORGE
ROAD AND ON GLACIER AVENUE IN THE
GRANTVILLE AREA, SAN DIEGO, CA
92120



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1.0 Introduction and Overview

1.1 Purpose of Procurement

The County of San Diego ("County") is seeking proposals from qualified firms ("Offerors") for the opportunity to develop and operate Affordable Housing ("Project") on County-owned property at 6255 Mission Gorge Road and the surface parking lot northeast and across the street on Glacier Avenue in the City of San Diego (Assessor Parcel Numbers 458-531-26 and 458-532-22) ("Site").

The County's goals for the Site are:

1. Conveyance of the Site to a qualified developer via a deed restricted sale, at a nominal amount for construction of an affordable housing community as defined in the City of San Diego Zoning Ordinance and below in Section 1.2, utilizing the maximum density practicable, with 100% of the residential units restricted for low-income individuals and households, as defined in Section 50079.5 of the Health and Safety Code, at a maximum of 80% Area Median Income with no higher than 20% below median market rents. Project's overall affordability levels must, at a minimum, meet the requirements of Government Code (GC)54221(f)(1)(F)(i).
2. Construct and open the housing in the most expeditious way possible, while maintaining high quality design and construction.
3. Construct a housing development that complements the aesthetics and character of the surrounding community and integrates with the current or planned vision of the City of San Diego.
4. Provide supportive services as appropriate to any special needs and vulnerable population(s) which may include providing or coordinating with one or more supportive service partners to design and deliver needed services to tenants to promote housing stability and independence. Special needs and vulnerable population(s) may include, but are not limited to, homeless, chronically homeless, at-risk of homeless, persons with severe mental illness, seniors, veterans, and transition-aged youth. These populations may also include tenant population(s) eligible for permanent supportive housing filled via the coordinated entry system.

Together, and for purposes of this Request for Proposals ("RFP"), the foregoing goals generally describe the Project.

The County is issuing this RFP for the opportunity to purchase the property from the County at a nominal price for development of 100% affordable housing. The sale will be documented under a Disposition and Development Agreement ("DDA") that will establish the legal and financial arrangement between the County and the selected development team to ensure prompt development of the Site. Conveyance to the developer would occur upon receipt of all financing, permits and entitlements needed to begin construction. Additionally, deed restrictions and a regulatory agreement would be recorded against the Site in a position senior to all financing and other encumbrances to impose use restrictions and other requirements for the Project as a condition of close of escrow.

1.2 Overview of Site

The Site is located at 6255 Mission Gorge Rd in the Grantville area of the City of San Diego (“6255 Mission Gorge”) and includes the surface parking lot across the street to the northeast on Glacier Avenue. The Site has been declared surplus to the County’s needs and is currently vacant.

The Site has two non-contiguous parcels. The parcel with the building has split land use and zoning, with commercial (CC-4-2) zoning on the western portion along the Mission Gorge Road frontage and residential (RM-1-1) zoning on the eastern portion. The parking lot parcel is zoned RM-1-1. The commercial zoning allows twice as much residential development, or 1 dwelling unit (DU)/1,500 SF compared to 1 DU/3,000 SF. The commercial zoning also offers the opportunity to build up to 60 feet in height versus 30 feet in height, and with a greater Floor Area Ratio (2.0 versus 0.75) than the residential portion of the property.

The County intends to complete demolition of the Site to a point where the existing foundation and any retaining walls along the property line will be left in place. Offerors should anticipate the required additional demolition work to remove the foundation and retaining walls, necessary surveying, and possible completion of a Storm Water Pollution and Prevention Plan (“SWPPP”) to develop the Site.

The County will also complete California Environmental Quality Act (“CEQA”) documentation and a Phase I Environmental Site Assessment, as well as soils testing for hazardous materials. The Offeror would be responsible for due diligence, designing, entitling, financing, building, and operating the proposed development on the Site in addition to community engagement activities associated with each phase of development.

Proposed developments should complement the aesthetics and character of the surrounding community and integrate with the current or planned vision of the City of San Diego. The City of San Diego Development Services Division is available to verify and assist with any questions and/or provide any zoning or other information. Please contact Nathen Causman, Senior Planner, City of San Diego at ncausman@sandiego.gov or at 619-236-7225.

Site Characteristics include:

- Slab foundation and surface parking on 0.86-acre lot
- Surface parking only on 0.43 acre-lot
- Lot size – combined area of approximately 1.29 acres

1.3 RFP Timeline

The County may, by written addendum or other notice and in its sole discretion, change the dates and times of RFP events (summarized in the table below). Offerors should regularly check the County’s website link identified in Section 4.1 for updates and changes to this RFP, including changes to the RFP timeline.

Event Description	Target Date(s)
RFP Issuance	May 3, 2022
RFP Question Submittal Deadline	June 8, 2022 5:00 PM Pacific Time
Proposal Submittal Due Date (final deadline to deliver proposals to Department of General Services, 5560 Overland Avenue, 4 th Floor, San Diego CA 92123)	June 20, 2022 5:00.00 PM Pacific Time

2.0 Response Requirements

A complete, concise, and professional response to this RFP will enable the County's Source Selection Committee to identify the Offeror who would provide the best value to the County and be indicative of the level of the Offeror's experience and commitment to the Project. The Offeror must demonstrate that the approach, design, and financing plan for the Project would allow the successful design, development, and delivery of the Project.

Each section of the RFP response shall be tabbed and labeled in the order described in Section 4.5 of this RFP. Specific instructions concerning the RFP format, due date and other items are set forth in Section 4.0, Rules of Procurement.

The terms of the Project shall be documented under a DDA, to establish the legal and financial arrangement between the County and selected development team to ensure prompt development of the Site with the required improvements and uses.

Offeror shall provide a detailed proposal that includes, but is not limited to:

1. Due diligence and preconstruction timeframe.
2. Review of the following Appendices using redline edits, as applicable:
 - a. Appendix B.8 – FORM H - Draft Regulatory Agreement
 - b. Appendix B.9 – FORM I - Draft DDA – Sale

2.1 Transmittal Letter

A duly authorized official of the Offeror must execute the transmittal letter (preferably in blue ink). For Offeror's that have created joint ventures, partnerships, limited liability companies or other associations to participate in this procurement, the transmittal shall be appended with letters on the letterhead stationery of each equity member, executed by authorized officials of each equity member, stating that representations, statements and commitments made in the RFP response on behalf of the equity member's firm have been authorized by, are correct, and accurately represent the role of the equity member's firm in Offeror's team.

2.2 Identify the Development Team

Submittals shall include the information required below by the Offeror, and as applicable, Offeror's team. At a minimum, the submittal shall identify the lead development firm, joint venture partner firms, financial partners, lead planning and design firms. Please identify all known financial partners and anticipated future partners to the extent currently known. It is not required that proposers identify the construction lender and equity investor at this time if they are currently unknown. Additional information on the following shall be provided, if available:

- Development partners, consultants, limited liability company or other associations created to participate in this procurement.
- Each of the foregoing entities and individuals shall complete Form A in Appendix B.1, Form B in Appendix B.2, and Form C in Appendix B.3.

Additionally, identify the following:

- Primary/lead developer's project lead (person who will provide overall project oversight and management); and
- Development partner(s) and consultants (if any) lead(s) (person(s) who will provide day-to-day oversight and management for the partner(s) component of the development).

For each individual lead identified above, provide the following:

- Name
- Position within the company
- Address
- Telephone number
- E-mail address

2.3 Offeror/Developer Experience

The Offeror must provide the following information or, if relying on the experience of team partners, information from the team:

2.3.1 Technical Capacity

- Describe the organization's capability to manage the project as proposed.
- Describe the project team's experience in acquisition, rehabilitation, construction and/or management of housing with affordability restrictions.
- Describe the organization's ability to deliver high-quality services to low-income residents.
- Provide the following information:
 - Number of affordable rental housing developments/units completed.
 - Number of affordable rental housing developments/units currently owned.
 - Number of affordable rental housing developments/units currently managed.

- Number of rental housing developments/units in development phase (funding committed but not ready for occupancy).

2.3.2 Qualifying Project Examples

Submit at least three (3) examples of multifamily housing developments, where at least two (2) have 100% of the units for low-income populations and where the developer was primarily responsible for the development. To the extent possible, list affordable housing developments that have been completed within the past ten (10) years. To the extent possible, list projects that are currently in development or in the development review process.

Please provide a minimum of one contact per funding source or agency. If multiple sources of funding are from one entity, i.e., two separate sources of funds from one county or city, contact information for one individual at the city or county awarding the funding can be given, if contact can confirm all sources of funding.

- For at least two (2) of the three (3) developments listed, the development value must have exceeded \$20 million.
- For at least one (1) of the three (3) developments listed, include one (1) LEED Silver certified (or international equivalent) project of similar nature to that which is proposed.

At least one (1) of the three (3) developments listed above must have been financed using Low-Income Housing Tax Credits (LIHTC) or other public financing subsidies. For each development listed above, provide the following:

- Award date
- Name and telephone number for the Project Manager or other development lead
- Development location
- Development description
- Client type (public or private party that initiated the development)
- Client (Public or Private point of contact information)
 - Name
 - Title
 - Address
 - Telephone number
 - Email address (if available)
- Mix of housing and services included in the development
- Funding sources, tax credits or government incentive programs used
- Affordability restrictions (affordability period and percentage of units affordable)
- Target population(s) served
- Size of the development:
 - Total square feet

- Number of buildings
- Total acreage
- Total number of floors
- Total number of units/rooms/parking/square footage allocated to each use
- Type of construction
- Construction start and completion date
- Total development value
- If LEED certified (or international equivalent), at what level
- Date of acquisition
- Date of disposition (if applicable)
- Photo(s) of development
- Other amenities (recreation rooms, playgrounds, and the like)

Individual project examples shall not exceed three (3) pages: one (1) or two (2) pages for above-required information and one (1) page for images. While the minimum number of developments is set forth above, Offeror may submit up to five (5) qualifying project examples. The development descriptions shall not exceed fifteen (15) pages in the aggregate.

2.4 Development Vision

Offeror shall provide a narrative description regarding the Offeror's vision for the Site. Offeror should propose to develop the Site to its full potential consistent with applicable zoning and design guidelines while also addressing the County's goals.

The Project narrative shall provide a high-level summary of the proposed development and architectural concept including:

1. Describe how the proposal develops the Site to its full potential consistent with applicable zoning and design guidelines (or if applicable, rezoning) while also addressing the County's goals set forth in Section 1.1 of this RFP.
2. Describe the building(s), height, number of stories, square footage (gross and rentable), and square footage devoted to each use, materials to be used, and type of construction.
3. Describe the approach to affordable housing; include proposed population mix and Offeror's plan to provide supportive services to the proposed population mix.
4. Describe how parking will be integrated into the plan and the proposed number of spaces and their location. Please also describe how this number was reached and whether it will adequately serve the use(s) on the Site as required by zoning.
5. Describe the approach for common area maintenance.
6. Describe proposed amenities and anticipated sustainability features for the Project.
7. Describe anticipated sustainability features for the Project. Minimum LEED Silver (or equivalent) is required with a preference of Zero Net Energy, Embodied Carbon Emissions Reduction opportunities or other renewables.

8. Provide an overall schedule from the execution of the DDA that details major milestones for design, entitlements (if applicable) and construction.
9. Provide a detailed plan for community engagement throughout all phases of the development process. It is expected that the Offeror will lead said engagement process.
10. Describe how the Project conforms to the County of San Diego 2022-2027 Strategic Plan, Sustainability and Equity Initiatives
(<https://www.sandiegocounty.gov/cao/docs/stratplan.pdf>)
11. Describe the degree in which Owner/Developer/Applicants integrates Diversity, Equity and Inclusion within the organization, including but not limited to; workplace values, hiring and training practices, executive leadership, Board of Directors, etc.
12. Provide the organization's Diversity, Equity, and Inclusion Statement and/or governing practices/policies.
13. How will the proposed development address racial equity and inequities for the target population including any local disproportionate impact by race and other protected classes?

2.4.1 Project Design

Offeror shall provide a conceptual development plan package that includes, at a minimum, a site plan/ground floor plan, stacking plan, elevations, cross-sections, and context/perspective drawings fully rendered to convey the overall design intent of the Project. The conceptual development plan package shall be scaled as determined by Offeror and use no larger than 11" x 17" folded sheets. All drawings submitted shall be legible, oriented with north at the top of the page and include a North arrow, and only include one plan or elevation/perspective per sheet.

1. Site Plan/Ground Floor Plan: Provide a centered development site plan documenting buildings, streets and projects/land uses within 300 feet of the Site. The site plan should illustrate the proposed development concept for the Site, including proposed building footprint(s), proposed open spaces and landscape design concept(s), parking with parking counts, and vehicular and pedestrian access.

2. Stacking Plan: Provide colored architectural stacking plan(s) for each unique building. Stacking plan(s) should provide a comprehensive block elevation view of the proposed space type usage, defined by either square footage or a percentage of the overall floor area, for each floor within each unique building.

3. Elevations: Provide colored architectural exterior elevations for each unique building (indicating the number of buildings represented by each elevation). Elevations should provide a comprehensive view of the entire development and illustrate proposed building massing and height, fenestration, materials and colors of all finishes, and related architectural elements.

4. Cross-sections: Provide a minimum of two cross-sections through each unique building that illustrates the major spaces, floor-to-floor heights, and volumes envisioned.

5. Context/Perspective Drawings: Provide a representative illustration of the proposed development (plan, aerial sketch, photomontage, etc.) clearly showing massing and the relationship to

adjacent structures and finished grades, open spaces, streets, and any parking areas. This drawing should clearly illustrate the relationship of the Site to the adjoining streets and the neighborhood. The perspective should show the proposed development in context with the adjacent building masses roughed in. Context elements shall be rendered and do not need to be photo-realistic but must accurately convey the bulk, scale, and character of the surrounding area.

2.5 Review of DDA and Regulatory Agreement

Offeror shall acknowledge that they have read, reviewed, and understands the content of the following documents, and shall identify any proposed edits to them using a redline/track changes format in an editable Microsoft (MS) Word file, and include in the RFP response (separate from the MS Word redline/track changes file) the rationale for each proposed change:

- Draft Regulatory Agreement (Appendix B.8 – Form H)
- Draft DDA – Sale (Appendix B.9 – Form I).

While it is expected that Offeror will submit any proposed edits to these documents as part of Offeror's submittal, these documents include certain standard County provisions that are not negotiable, including exculpation and indemnification, hazardous materials, assumption of development all risk by Developer, casualty, condemnation, and seniority of affordability covenants, among others. Award to an Offeror does not constitute acceptance by County of any proposed edits. These documents are included with this RFP in draft form, and County intends to revise them as needed to accomplish County objectives for the Project.

2.5.1 Scope of Responsibilities

The County anticipates that the general scope of the successful Offeror team's responsibilities will include, but not be limited to:

1. **Project Planning and Design:** The Offeror shall be responsible for all aspects of the Project including pre-development planning and design. The selected Offeror shall be responsible, at its sole expense, for obtaining all land use entitlements and other government approvals (other than those approvals being sought by the County as outlined in Section 1.2 Overview of Site) that are required for the Project. Additionally, Offeror is expected to engage with the community throughout the design and entitlement process.
2. **Construction:** The Offeror's team shall be responsible for construction and commissioning of the Project including obtaining all permits, fees, and approvals necessary for development of the Site.
3. **Financing:** The Offeror shall be responsible for providing funding for the Project, whether it be in the form of debt financing, equity, tax credits or a combination of these methods.

4. Lifecycle Maintenance: The Offeror shall be responsible for lifecycle maintenance, including capital refurbishment and replacement, necessary to sustain the Project to the level of operation and occupancy agreed to in the Project documents.

5. Facilities Management Services: The Offeror shall be responsible for the management, maintenance, repair and restoration of all improvements and associated infrastructure and certain furniture, fixtures, and equipment on the Site. The Offeror shall be responsible for providing certain other services, such as grounds maintenance, trash removal and parking.

6. Reserve Accounts: The Offeror shall be responsible for maintaining operating reserve and replacement reserve accounts to be utilized for the benefit of the property and/or residents. The minimum replacement reserve will be equal to \$375 per unit per year for non-permanent supportive housing Projects or equal to \$500 per unit per year for permanent supportive housing Projects. The minimum operating reserve will be equal to three months of estimated operating expenses and debt service under stabilized occupancy. An equal verified operating reserve requirement of any other debt or equity source can be used as a substitute. The Offeror shall demonstrate the initial and subsequent funding of the replacement and operating reserves in its project budget and pro formas.

7. Transition Reserve: Permanent Supportive Housing Developments and Developments with Project Based subsidies shall have a transition reserve in the amount approved by the County in the event that any Project-based rental assistance is not renewed, or in the event that operating subsidies are exhausted, and the development cannot secure sufficient replacement rental or operating subsidies to continue without immediately raising rents. The minimum amount of the transition reserve for renewable Project-based rental assistance shall be the amount sufficient to prevent rent increases for one year following the loss of rental assistance. If rent increases are necessary after exhausting all transition reserve funds such increases shall only be permitted to the minimum extent required for financial feasibility, as determined by the County.

8. Transfer and Development Costs: The selected Offeror team shall be solely responsible for construction of all improvements. This includes all on-site or off-site improvements and any changes from existing conditions including, but not limited to streets, underground utilities, street lighting, curbs, gutters, street trees, and sidewalks. The Offeror shall also be solely responsible for the cost of any and all impact fees assessed by any agency or government body, title insurance, escrow costs, transfer taxes, parcel or subdivision maps, and any other transfer or development costs.

9. Insurance: The selected Offeror shall obtain insurance as required.

10. Taxes and Fees: The selected Offeror shall be responsible for paying all taxes and fees, including any possessory interest taxes that are levied.

11. Indemnification: The selected Offeror shall defend, indemnify and hold harmless the County from any and all activities and liabilities associated with the Project and Site pursuant to the

provisions of the DDA, including any potential hazardous materials liability. County's expectation is that the selected developer will assume and insulate County from all development risks.

12. Supportive Services: The selected Offeror shall provide supportive services as appropriate to the proposed population.

13. Government and Community Relations: The Offeror shall work collaboratively with the County to ensure appropriate outreach and engagement with the neighborhood, as well as with local government officials and agencies.

2.6 Financial Capability

The Offeror shall provide a narrative describing the Offeror's approach to financing the Project. The narrative shall identify any perceived challenges to financing the Project and proposed innovations to meet those challenges. The Offeror shall include in the narrative the most significant risks to the County and the Offeror with respect to financing the Project and how those risks can be addressed, mitigated, or allocated. The narrative shall also include:

1. The name of the entity or entities responsible for financing the Project, if known.
2. The estimated total cost of the Project.
3. The sources of funding (e.g., private equity, tax credits, bonds, commercial loan, bond financing, etc.) and any letters of interest or commitment letters from equity partners or lenders.
4. The estimated amount to be financed, including rate and term.
5. The precautions that will be taken to ensure no financial risk or credit risk to the County is incurred based upon the manner of financing the Project.

The Offeror shall also provide a detailed pro forma that shows the basic details of the Project and unit mix, sources and uses of funds, development costs, income statement, and cash flow statement. The pro forma should include, but is not limited to:

1. An all-in development budget including all direct, indirect, and financing costs, that clearly specifies key assumptions and how calculations are made, including from pre-development up to, and including, stabilized operation.
2. A stabilized year operating statement detailing assumptions for all sources of income, a vacancy factor, detailed operating expense budget, net operating income, capital reserves, debt service, and equity returns.
3. A sources and uses table during pre-development, construction, and permanent phases of the Project.
4. A clear statement regarding the Offeror's profit/return requirement and how it is calculated.
5. A long-term operating cash flow (30 years).

Offeror shall include a market rent assessment of current and projected rental market conditions for the use(s) and density that the Offeror believes are appropriate for the Site. The assessment should include sufficient information to establish market support for the Project based upon an analysis of rent comparables, comparable affordable housing waitlists, and anticipated market trends.

2.7 Project Schedule

Offerors shall provide a narrative and graphical timeline of the anticipated schedule for the Project. The schedule should recognize the time involved in finalizing the DDA, receiving Project entitlements, designing the Project, financing the Project, commencing construction, and completing construction.

2.8 Review of Planning Documents

Development teams planning to submit an offer should review the City of San Diego Municipal Code other relevant documents in addition to contacting the City staff that was provided in Section 1.2 above, to understand the development standards for the Site prior to preparing design concept narratives and basic concept drawings. Other relevant documents and programs that should be considered include but are not limited to the City of San Diego General Plan Housing Element, Complete Communities Housing Solutions, Housing Affordability Toolkit, Density Bonus Programs, and the College Area Community Plan. County makes no representations as to the accuracy of the information contained in this RFP. Offeror shall perform necessary due diligence prior to submitting the Proposal.

2.9 Policy Context

San Diego County is facing a severe housing affordability crisis, particularly for lower-income households. Over the past decade, the region has only produced enough very low-income housing to meet 10% of the need. Given this housing crisis, we need to leverage every available option to develop more affordable housing. One of these options is the redevelopment of excess County-owned property into affordable homes. The County of San Diego Board of Supervisors voted to declare the site “exempt surplus” and approved the release of an RFP for 100% affordable housing on 3/1/2022 (17). The County’s contribution to the Project as contemplated in this RFP is the land and demolition costs as well as the adoption of the necessary CEQA findings for the proposed development.

Offeror to consider the City of San Diego’s Measure M, Article 34 and the Surplus Land Act prior to submitting a proposal. The Project will be subject all City of San Diego development requirements and zoning. Please contact the City of San Diego staff identified in Section 1.2 with specific questions. Project's overall affordability levels must, at a minimum, meet the requirements of GC 54221(f)(1)(F)(i). Offeror must also consider, and incorporate in its proposal as applicable, the requirements of County Code of Administrative Ordinances Sections 73.11 through 73.13 regarding employment standards for workers on County-owned property.

Funding programs exist to support the development of affordable housing, including most importantly:

- Federal and State Low Income Housing Tax Credits (4 and 9 percent)
- California Debt Limit Allocation Committee Private Activity Bonds for Qualified Residential Rental Projects
- State of California Department of Housing and Community Development program funding like
 - Affordable Housing and Sustainable Communities Program (AHSC)
 - Veterans Housing and Homeless Prevention Program (VHHP)
 - No Place Like Home Program (NPLH)

- Multifamily Housing Program (MHP)
 - Infill Infrastructure Grants (IIG)
- Affordable Housing Program General Fund (AHP)
- Other local sources that become available from time to time from the City, County, and/or San Diego Housing Commission

2.10 Developer References

Provide references as follows:

- At least three (3) references (company references) for the primary/lead developer and, if applicable, at least (3) references for members of a joint venture, partnership, limited liability company or other association created to participate in this procurement. At least one (1) reference must be from a government agency whom the developer has managed or developed multi-family affordable housing.
- At least three (3) references for each key personnel identified. The references shall be from clients for whom they served in capacities substantially similar to those they will serve on this Project.

References shall include the following:

- Reference's full name;
- Employer or entity affiliated during the reference period;
- Address;
- Telephone number; and
- Email address.

2.11 Financial Information

Provide the following financial information. Items submitted under this section will not count against the maximum page count for the RFP response:

- Most current unaudited financial statement on a year-to-date basis including balance sheet, income statement and cash flow statements.
- Last three (3) years of audited financial statements prepared by an independent certified public accounting firm that include a balance sheet, income statement, cash flow statement and associated notes to the financial statements. If audited financial statements are not available, then provide the last three (3) years of tax returns submitted to the IRS. If an Offeror is a sole proprietor or a wholly owned corporation owned by a single individual, and the developer will rely on the financial assets of the sole proprietor or single owner of the corporation, then the individual's tax returns and financial information must also be disclosed. Audited financial statements are not required of federally insured banks or similar financial institutions.
- Each of the entities and individuals listed in Section 2.2 shall complete Form F in Appendix B.6 and Form G in Appendix B.7 to disclose financial information regarding projects completed in the last 10 years, projects currently under construction, and projects currently in the development review process: the total project cost, amount of equity placed, the source of the equity, amount financed

and the source of the financing. The listing of projects should include any projects identified under Section 2.3.2 - Qualifying Project Examples but is not limited to those projects under Section 2.3.2.

- Any letters of interest or commitment letters from potential lenders or equity partners.

2.12 Litigation and Bankruptcy History

Disclose any litigation and/or bankruptcy information using Form E in Appendix B.5. Offeror shall disclose whether during the past ten (10) years, the developer, or joint venture partner, including their parent corporation or subsidiary or affiliated corporation as well as any of the developer's officers, principal members, major shareholders or investors have been adjudged bankrupt, either voluntarily or involuntarily, or have been involved in litigation relating to a development project, either voluntarily or involuntarily.

3.0 Evaluation Criteria

The evaluation criteria listed below are in descending order of importance and will be weighted in the evaluation of the Offeror's written and, if conducted, oral proposals accordingly. Proposals should give clear, concise information in sufficient detail to allow a complete evaluation. The development vision should include the project's unit count, affordability, population, etc. Although some of the elements of each section listed below will be weighted more heavily than others, the entire proposal will be considered in the evaluation process:

- Development Vision
- Experience in owning/operating similar development
- Project Schedule
- Financial Capability
- Sustainability features
- Review of Regulatory Agreement and DDA

The County will review proposals with representatives from multiple departments, including Housing and Community Development Services, to award the developer whose proposal best utilizes the site. The County is not prioritizing an economic return. After a developer is selected, the Project will be reviewed and entitled/permitted by the City of San Diego Development Services Division. Please refer to Section 1.2 for the contact information of assigned City Staff.

4.0 Rules of the Procurement

4.1 Location of RFP, Questions, Clarifications and Addendums/Addenda

This RFP is available on the County of San Diego's Website at www.sdcre.com ("Website"). Qualified Offerors may also request a hard copy from the Department of General Services.

Written addenda to the RFP may be issued to provide clarifications, corrections, or to answer questions and will be published on the Website. The County may issue an addendum up to two business days prior

to the “Submittal Due Date for RFP.” It is the Offeror’s responsibility to submit a proposal based on the most current RFP and addenda. **Each Offeror should periodically check the Website for addenda that may be issued to implement changes or clarifications to the RFP prior to the due date.**

4.2 Offeror Inquiries

All contacts from potential Offerors or their organizations and any entity or individual part of or related to the Offeror’s development team about this RFP or its proposal, including questions, must be directed in writing exclusively to Angela Jackson-Llamas. Potential Offerors should not attempt to contact any other County personnel about this RFP unless authorized by Angela Jackson-Llamas (“County’s Project Manager”).

Potential Offerors should direct inquiries (marked and entitled “Affordable Housing on Assessor Parcel Numbers 458-531-26 & 458-532-22 in the Grantville Area of the City of San Diego”) to:

Angela Jackson-Llamas, Project Manager

E-mail: angela.jackson-llamas@sdcounty.ca.gov

4.3 Pre-Proposal Conference

The County reserves the right to host pre-proposal conference(s). If scheduled, the date, time, and location for the pre-proposal conference will be provided on the Website.

4.4 Reserved

4.5 Submission of Proposal

1. Proposals may be delivered to the County’s Department of General Services at the reception counter no later than **June 20, 2022, BY 5:00.00 PM PACIFIC TIME** to:

County of San Diego
Real Estate Services Division
Attention: Angela Jackson-Llamas, Project Manager
5560 Overland Avenue, Suite 410
San Diego, California 92123

Proposals must be submitted by the time and date specified. Late proposals will only be accepted as provided for in Section 4.11 of this RFP.

2. For proposals submitted at the Department of General Services reception counter, upon request, a handwritten receipt will be provided and shall be considered official time for purposes of determining timely submittal.
3. In the event of multiple submittals of an original proposal by an Offeror, the County will only consider the most recent submission by the due date and time. The County will not review or consider previous submittals. Offerors are strongly encouraged to submit only one original proposal and withdraw or replace any previous submittals in the event they choose to update their proposal. Proposals may be found nonconforming if the County is unable to determine which is the most recent, timely submittal.
4. In addition to the number of copies required to be submitted by this RFP, when requested, an Offeror shall submit additional copies of the proposal in the format and method stated. Failure

- to properly submit additional copies may result in the County finding the proposal non-conforming. Copies should be clearly marked as copies and numbered.
5. The proposal shall be signed by an authorized officer of the submitting organization. The title of the authorized officer, name, email, address and phone and fax number of the organization shall be included. Scanned images of pages containing original signatures are acceptable for submission of an electronic file. Electronic or digital signatures will not be accepted.
 6. The proposal must be submitted in a format that complies with these submittal requirements. Unless otherwise specified, the proposal shall conform to the format listed below.
 - The proposal shall not exceed a total of two hundred (200) single-sided pages or one hundred (100) double-sided pages. This limitation includes all appendices and required forms, except that the limit shall not apply to the Confidential/Propriety Exhibit or edits to the DDA. The Source Selection Committee (SSC) will not consider any material beyond the first two hundred (200) single-sided pages or first one hundred (100) double-sided pages.
 - Offeror must submit five (5) bound, hard copies.
 - Offeror must submit one electronic proposal in a PDF format, except that Offeror must also submit an MS Excel spreadsheet of the Pro Forma(s). Clearly name files as to the exhibit and order. Pages requiring signatures must be scanned from an original signature. Other pages may be scanned or converted to PDF from other file formats. Converted and searchable formats are preferred. The electronic submission shall be provided on a flash drive.
 - Unless otherwise required, the proposal shall be formatted to print on 8-1/2" x 11" page size with no less than 1/2" margins and eleven (11) point font, except that renderings, drawings and pro formas may be formatted to print on 11" x 17" page size with no less than 1/2" margins and eleven (11) point font.
 - Each page shall be consecutively numbered within the bottom or top margin, including attachments.
 - The proposal shall be typed and concise but comprehensive. The proposal shall not include unnecessarily elaborate brochures, visual or other presentations, or artwork beyond what is sufficient to present a complete and effective proposal.
 7. The proposal must be organized in accordance with this RFP. Unless otherwise specified, the proposal shall conform to the following organization:
 - Proposal Cover Page
 - Table of Contents listing, by page number, the contents of the proposal
 - Transmittal Letter
 - Identify the Development Team
 - Offeror/Developer Experience
 - Development Vision
 - Review of DDA and Regulatory Agreement
 - Financial Capability
 - Project Schedule
 - References
 - Financial Information
 - Litigation and Bankruptcy History
 - Appendix B required information and forms
 8. Offeror shall submit separate exhibits in separate files for the Financial Capability exhibits. No proposed Financial Capability information is to be included in any exhibit other than the Financial Capability exhibits. The County will review project description exhibits prior to evaluation to

ensure that they contain no financial information. The County may remove proposed financial information or declare a proposal non-conforming because of the inclusion of this information other than as required by this paragraph.

- No confidential or proprietary information, including Personnel Information (PI) or Personal Identifiable Information (PII), is to be included in non-confidential exhibit. Responses that include confidential or proprietary information shall refer to the response contained within the Confidential/Proprietary exhibit (for example, if submittal requirement #1 requires staff Social Security Numbers, the response to requirement #1 shall reflect “see response #1 contained within Confidential/Proprietary exhibit”).
- Submit a separate Confidential/Proprietary exhibit (if applicable). The County is a public agency subject to the disclosure requirements of the Public Records Act, State of California Government Code section 6250 and following. The County may publish contracts, which may contain some or all the successful proposal(s), to its public website. If confidential or proprietary information is contained within the submission:
 - The response must be submitted in a separate clearly labeled exhibit with all pages marked as “EXHIBIT-CONFIDENTIAL/PROPRIETARY.”
 - Offeror must provide an unaltered signed Non-disclosure Indemnification Agreement.
 - In accordance with the State of California Public Records Act, the County will not treat pricing or terms and conditions as confidential. Confidential/Proprietary exhibits will be examined prior to review, and price or terms and conditions may be removed, or the County may declare a proposal non-conforming because of the inclusion of price or terms and conditions in the Confidential/Proprietary exhibit.

4.6 Ownership of Proposals

All proposals become the property of the County. An Offeror may request the return of its proposals upon withdrawal as specified in Section 4.11 of this RFP. The County reserves the right to grant or deny an Offeror’s request for return of its’ proposal(s) at the County’s sole discretion.

4.7 Public Records

It is understood and agreed upon by the Offeror in submitting a proposal that the County has the right to withhold all information regarding this procurement until after contract award, including but not limited to competitive project description information; competitive proposed Financial Capability; and the County evaluation of competing proposals. Information releasable after award is subject to the disclosure requirements of the Public Records Act, State of California Government Code section 6250 and following.

4.8 Evaluation of Proposals

1. Proposals will be evaluated by an SSC appointed by the Director, Department of General Services, also known as the Source Selection Authority (SSA).
2. Any proposal may be construed as non-conforming and ineligible for consideration if it does not conform to the requirements of the RFP. If a proposal is found to be non-conforming, the Offeror will be notified, and the proposal no longer considered for award.
3. Proposals will be evaluated based upon the information provided in response to the RFP Evaluation Criteria and Response Requirements and other information known to the County.

4. The County reserves the right to request clarification and/or request additional information from Offerors if necessary. The fact that the County may request clarification from one Offeror, does not obligate it to seek similar clarification from any other Offeror. Clarifications and/or additional information shall be submitted by the Offerors as an addendum to the proposal or revised proposal upon request of the County's Project Manager. However, since the County might not request any additional input, Offerors are advised to submit complete and accurate information in the proposal.
5. The SSC may invite competitive Offerors to make a presentation to, or participate in interviews, or both, with the County at a date, time and location determined by the County. The purpose of such presentations or interviews would be to allow the Offerors to present their proposed solutions to the County and for the SSC to obtain additional information.
6. Upon receipt of the submittals in response to this RFP, the SSC will review the submittals and may shortlist one or more Offerors. Interviews may or may not be held with any RFP shortlisted or selected Offerors, at the discretion of the Selection Panel. Evaluations to determine the highest ranked proposal(s) shall be based on the list of criteria contained in Evaluation Criteria (Section 3.0) and Response Requirements (Section 2.0). The Offeror's of all proposals not found to be highest ranking will be notified, and the proposals no longer considered for award.
7. The SSA may, at its sole discretion, authorize the County's Project Manager, and as necessary others, to enter negotiations with the Offeror found to be highest ranking by the SSC.
8. A request for revised proposal(s), request for Best and Final Offer(s) (BAFO(s)), or addenda to the proposal may be issued during and at the conclusion of negotiations and may contain additional selection factors. At the conclusion of negotiations, the SSC will review responses and make an award recommendation to the SSA.
9. Upon Posting of the Notice of Intent to Award a contract to the Offeror whose proposal(s) has been ranked highest by the County the County based on the Evaluation Criteria, the County's Project Manager, and as necessary others, will enter into sale negotiations, subject to additional action by the County's Board of Supervisors.
10. The County reserves the right to postpone opening responses to this RFP for its own convenience, and/or to waive any informality or irregularity in the responses received.
11. The timing and sequence of events resulting from this RFP shall ultimately be determined by the County.
12. The County may reject all proposals.

4.9 Interlocking Directorate

In accordance with Board of Supervisors Policy A-79, if Offeror is a nonprofit entity as indicated on the Representations and Certifications form, paragraph 2, Offeror is required to identify any related for-profit subcontractors in which an interlocking directorate, management or ownership relationship exists. By submission of this proposal, Offeror certifies it will not enter into a subcontract relationship with a related for-profit entity if Offeror is a nonprofit entity. If Offeror is a nonprofit entity and will be subcontracting with a related for-profit entity, Offeror must list the entity(s) on the Representations and Certifications form, and any resulting agreements shall be subject to final approval by the County Board of Supervisors.

4.10 No County Commitment

1. County shall have the right to reject or accept any proposal or offer for any reason whatsoever and to accept any other proposal than the highest offer, at its sole discretion.
2. This RFP does not commit the County to sell the Site, to pay any cost incurred in the submission of Offeror's proposal or in making necessary studies or designs for the preparation thereof, or to procure or contract for services or supplies. Further, no reimbursable cost may be incurred in anticipation of the execution of agreements contemplated by this RFP.
3. The County reserves the right to accept or reject any or all proposals received as a result of this solicitation or to negotiate with any qualified Offeror.
4. The County reserves the right to terminate this RFP in part or in its entirety at any time prior to the approval and execution of agreements contemplated by this RFP.
5. No prior, current, or post award communication with any officer, agent, or employee of the County shall affect or modify any terms or obligations of this RFP except as explicitly provided for in this RFP.
6. County may elect to consider a temporary interim use for the Site for a period of no more than 18 months. Site visits and due diligence will be accommodated during this period so not to delay the proposed development of the Site.

4.11 Late, Modified or Withdrawn Proposal

1. Any proposal received after the exact time specified for receipt will not be considered unless it is received before award is made, and it was sent by mail or personal delivery, and it is determined by the County that the late receipt was due solely to mishandling by the County after receipt by the County.
2. Proposals may not be modified after the due date, except for a modification resulting from a request from the County's Project Manager for a revised proposal, BAFO(s), or an addendum to the proposal.
3. Proposals may be withdrawn by written notice signed by a duly authorized representative of Offeror if received prior to Notice of Intent to Award. Thereafter, all proposals constitute firm offers, subject to negotiation, that will remain open and cannot be revoked, withdrawn, or modified for a period of six (6) months thereafter.

4.12 Knowledge of RFP and Proposal Conditions

Before submitting a Proposal, Offerors shall carefully read all sections of this RFP, including all forms, schedules, and exhibits, and shall fully inform themselves as to all existing conditions and limitations.

4.13 Diligence Material

The information provided in this RFP and in any diligence material that may be provided, is subject to the following disclaimer:

Neither the County nor any of its agents, advisors, or representatives has made or makes any representation or warranty, express or implied, as to the accuracy or completeness of the

Diligence Material. Without limiting the generality of the foregoing, the Diligence Material may include certain assumptions, statements, measurements, estimates, and projections provided by or with respect to the County. Such assumptions, statements, measurements, estimates, and projections reflect various assumptions made by the County, which assumptions may or may not prove to be correct. No representations are made by the County as to the accuracy of such assumptions, statements, measurements, estimates, or projections. It shall be the Offeror's responsibility to independently verify all facts contained in this RFP and in any diligence material provided.

4.14 Duty to Inquire

Should an Offeror find discrepancies in or omissions from the RFP, plans, specifications or other documents, or should the Offeror be in doubt as to their meaning, the Offeror shall at once notify the County's Project Manager in writing by e-mail. If the County determines that clarification is necessary, a written addendum will be issued and posted on the Website. It is the Offeror's responsibility to periodically check the Website for such addenda. The County will not be responsible for any oral instructions nor for any written materials provided by any County personnel that are not also posted on the Website.

4.15 Explanation to Offerors

Any explanation desired by an Offeror regarding the meaning or interpretation of the RFP must be directed in writing exclusively to the County's Project Manager by e-mail. Telephone calls will not be accepted. In no event will the County be responsible for ensuring that prospective Offerors' inquiries have been received by the County. Offerors should not attempt to contact any other County personnel about this solicitation. Oral explanations or instructions will not be binding. Any explanation concerning a solicitation will be provided to all prospective Offerors through posting on the Website in the form of an addendum to the solicitation. The County may choose not to respond to questions received after the date stated in this RFP.

4.16 Protest Procedure

County Board of Supervisors Policy A-97 shall apply to all protests, except that (i) "Director" means the Director, Department of General Services, (ii) "Contracting Officer" means the County's Project Manager, and (iii) "Contracting Office" means the address of the Department of General Services listed in Section 4.5 of this document. All protests shall be made in writing and shall be filed with the County's Project Manager. A protest shall be filed in accordance with the time requirements set forth in Board Policy A-97. Copies of the Board Policy are available from the Clerk of the Board, 1600 Pacific Highway, San Diego, California 92101, or on the County's Website at: <http://www.SanDiegoCounty.gov/> under the Clerk of the Board's page.

4.17 Debrief and Review of RFP Files

When an Offeror has been notified by the County's Project Manager that the proposal is no longer being considered for award, the Offeror may request a "debriefing" from the County on the findings about that one proposal (with no comparative information about proposals submitted by others). After a DDA

contemplated by this RFP is executed, any interested party may make an appointment to review the proposals, the SSC Report and any other releasable documents. Copies of any documents desired by the reviewer will be prepared at the requestor's expense in accordance with current County rates for such copies.

4.18 News Releases

Offerors shall not issue any news release pertaining to this RFP without prior written approval of the County's Project Manager, which may be withheld at the County Project Manager's sole discretion. A minimum of ten (10) business days' notice is required for approval.

4.19 Claims Against County

Neither Offeror nor any of its representatives shall have any claims whatsoever against the County or any of its respective officials, agents, or employees arising out of or relating to this RFP or these procedures (other than those arising under a definitive contract with Offeror in accordance with the terms thereof).

4.20 Employment Offers

Until the DDA contemplated by this RFP is approved, Offerors shall not, directly or indirectly, solicit any employee of the County to leave the County's in order to accept employment with the Offeror, its affiliates, actual or prospective, or any person acting in concert with the Offeror, without prior written approval of the County's Project Manager. This paragraph does not prevent the employment by an Offeror of a County employee who has initiated contact with the Offeror.

4.21 Firms Associated with Project

Offerors agree to comply with all applicable federal, State, and local conflict of interest laws. The County has identified the following firms as providing design and consulting services for this project:

- Helix Environmental Planning, Inc.
- Keyser Marston Assoc. (KMA)
- RSG, Inc.

The firms noted above have been associated with this Project and are provided for informational purposes only. This information is not intended to be relied on for purposes of compliance with any conflict-of-interest rules or applicable laws or regulations affecting this Project. The Offeror is solely responsible for due diligence in identifying and avoiding all potential conflicts of interest related to contracting for, and construction of, this Project.

Because these firms or individuals have previously been involved in the Project, it is highly likely that their participation with the development team could result in an impermissible conflict of interest and prevent the development team from participating in the RFP. Additionally, because this list may not be exhaustive, Offerors should ensure that their participants in the development have not provided design and/or consulting services for this Project.

5.0 Exhibits

Appendix A

Appendix A.1 – Site Map

Appendix A.2 – Preliminary Title Report

Appendix A.3 – RESERVED

Appendix B

Appendix B.1 – Form A – Indemnification Letter

Appendix B.2 – Form B – Representations and Certifications

Appendix B.3 – Form C – Conflict of Interest Declaration

Appendix B.4 – Form D – Transmittal Letter

Appendix B.5 – Form E – Information Regarding the Offeror, Team Members, and Financially Responsible Parties

Appendix B.6 – Form F - Listing of Projects Completed in the Last 10 Years

Appendix B.7 – Form G - Listing of Projects Currently Under Construction or in the Development Review process

Appendix B.8 – Form H – Draft Regulatory Agreement

Appendix B.9 – Form I – Draft DDA – Sale

Appendix B – Instructions

Appendix B contains forms necessary to complete the Offeror's submittal and are required to be submitted as part of the response to this RFP. Microsoft Word and Excel version of the forms (where applicable) are available at: <http://www.sdcre.com>.

Appendix B.1 – Form A – Indemnification Letter

Form A shall be completed, signed and returned with the proposal package. Fill in all necessary information in order to complete Form A

Form A in Word format, is available at: <http://www.sdcre.com> and shall be used to complete Form A. The County will not accept proposal packages without Form A, if Offeror is submitting a confidential/proprietary exhibit, or packages that include Form A that have been amended or altered.

Appendix B.2 – Form B – Representations and Certifications

Form B shall be used to complete the Representation and Certifications as required in Section 4.9 of this RFP. Fill in all necessary information in order to complete Form B.

Form B, in PDF format, is available at: <http://www.sdcre.com> and shall be used to complete Form B. Do not include the instruction page in the Proposal package. A separate Form B should be completed for each entity and individual identified in Section 2.2.

Appendix B.3 – Form C – Conflict of Interest Declarations

Form C shall be used to complete the Conflict-of-Interest Declarations as required in Section 4.21 of this RFP. Fill in all necessary information in order to complete Form C.

Form C, in Word format, is available at: <http://www.sdcre.com> and shall be used to complete Form C. A separate Form C should be completed for each entity and individual identified in Section 2.2.

Appendix B.4 – Form D – Transmittal Letter

Form D shall be used to complete the Transmittal Letter as required in Section 2.1 of this RFP. Fill in all necessary information in order to complete Form D.

Form D, in Word format, is available at: <http://www.sdcre.com> and shall be used to complete Form D. Do not include the instruction page in the Proposal package.

Appendix B.5 – Form E – Information Regarding the Offeror, Team Members, and Financially Responsible Parties

Form E shall be used to complete the Offeror Identify the Development Team as required in 2.2 as well as Litigation and Bankruptcy History as required in Section 2.12 of this RFP. Fill in all necessary information in order to complete Form E.

Form E, in Word format, is available at: <http://www.sdcre.com> and shall be used to complete Form E. Do not include the instruction page in the Proposal package. A separate Form E should be completed for each entity and individual identified in Section 2.@.

Appendix B.6 – Form F – Listing of Projects Completed in the Last 10 Years

Form F shall be used to provide a listing of affordable housing projects that have been completed by the developer(s) in the last ten (10) years, as required in Section 2.3.2 of this RFP. Form F shall only be used to list completed affordable housing projects. A separate Form F shall be provided for each entity and individuals listed in Section 2.2. Form F, in Excel format, is available at: <http://www.sdcre.com> and shall be used to complete Form F. Do not include the instruction page in the Proposal package.

Appendix B.7 – Form G – Listing of Projects Currently Under Construction or in the Development Review process

Form G shall be used to provide a listing of affordable housing projects that are currently being developed, or in the development review process by the Offeror's development team, as required in Section 2.3.2 of this RFP. Form G shall only be used to list affordable housing projects currently being developed. A separate Form G shall be provided for each entity and individuals listed in Section 2.2.

Form G, in Excel format, is available at: <http://www.sdcre.com> and shall be used to complete Form G. Do not include the instruction page in the RFP package.

Appendix B.8 – Form H – Draft Regulatory Agreement

Appendix B.9 – Form I – Draft DDA - Sale

COUNTY OF SAN DIEGO – REQUEST FOR PROPOSALS

**DEPARTMENT OF GENERAL SERVICES
DEVELOPMENT AFFORDABLE HOUSING ON ASSESSOR PARCEL NUMBERS 458-531-26 & 458-532-22 IN THE GRANTVILLE AREA IN THE CITY OF SAN DIEGO**

PROPOSAL COVER PAGE

Submit this Completed Form as the Cover Page of Your Proposal

PROPOSAL DUE DATE: June 20, 2022 AT 5:00 PM Pacific Time to the Department of General Services

Submit by delivering 5 hard copies and one “high quality” digital PDF file (on a flash drive in a sealed envelope or package marked on the outside with “Affordable Housing on Assessor Parcel Numbers 458-531-26 & 458-532-22 in the Grantville Area of the City of San Diego RFP”) to:

County of San Diego
Real Estate Services Division
Attention: Angela Jackson-Llamas, Project Manager
5560 Overland Avenue, Suite 410
San Diego, California 92123

For information, please contact:
Angela Jackson-Llamas
angela.jackson-llamas@sdcounty.ca.gov
[619-214-1378](tel:619-214-1378)

TO BE COMPLETED BY OFFEROR

OFFEROR INFORMATION (Type or Print)	NAME, TITLE & CONTACT # OF PERSON AUTHORIZED TO SIGN OFFER (type or Print)
_____ Offeror Company/Organization Name	_____ Authorized Representative Name
_____ Offeror Address	_____ Authorized Representative Title
_____ Offeror City, State, Zip	_____ Authorized Representative Email
_____ Offeror Telephone Number	_____ Authorized Representative Telephone Number

SIGNATURE

I certify under penalty of perjury under the laws of the State of California that I am authorized to execute and submit this proposal on behalf of the Offeror listed above; that all of the RFP instructions and rules, exhibits, addenda, questions and answers, and any other information provided by the County, including but not limited to, the diligence material, has been reviewed, understood and complied with; and that all information in this submission is true, correct, and in compliance with the terms of the RFP.

Authorized Representative Signature

Date