



City and County of San Francisco

MAYOR'S OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT

REQUEST FOR PROPOSALS FOR ADVISORY SERVICES

RFP Name: Housing Authority Integration

CONTACT: Dan.Adams@sfgov.org & Lydia.Ely@sfgov.org

Background

San Francisco is the fourth largest city in California and serves as a center for business, commerce and culture for the West Coast. The City and County of San Francisco (the "City") established by Charter in 1850, is a legal subdivision of the State of California with the governmental powers of both a city and a county under California law. The City's powers are exercised through a Board of Supervisors serving as the legislative authority, and a Mayor and other independent elected officials serving as the executive authority.

This Request for Proposals ("solicitation") is being issued by the Mayor's Office of Housing and Community Development ("MOHCD"). MOHCD is seeking qualified suppliers to provide technical assistance and policy expertise as it relates to integration of housing authority functions within MOHCD's housing work.

Responses must be e-mailed to Dan.Adams@sfgov.org and Lydia.Ely@sfgov.org no later than the deadline listed below.

Intent of this RFP

It is the intent of MOHCD to enter into a contract for consulting services, technical assistance, and policy expertise as it relates to integration of functions of the San Francisco Housing Authority (SFHA) within MOHCD's housing work.

Schedule*

RFP Issued	October 22, 2026
Deadline for RFP questions	October 27, 2026 5pm PST
Answers to RFP questions	October 30, 2026
Deadline for RFP responses	November 11, 2026 5pm PST
Notice of Intent to Award	November 19, 2026

RFP Questions and Communications

To ensure fair and equal access to information about this RFP, written questions must be e-mailed to Dan Adams **and** Lydia Ely at Dan.Adams@sfgov.org and Lydia.Ely@sfgov.org.

Questions must be received in writing before 5:00pm PST on Tuesday, October 27th.

A summary of the questions and answers pertaining to this RFP will be posted on the MOHCD website at www.sfmohcd.org by Friday, October 30, 2026.

Period for Protesting Notice of Intent to Award	November 20-24, 2026	
*Each date subject to change. Check website for latest schedule.		

A. Introduction

1. General

This Request for Proposals (“solicitation”) is being issued by the Mayor’s Office of Housing and Community Development (“MOHCD”). MOHCD is seeking qualified suppliers to provide consulting services, technical assistance, and policy expertise as it relates to integration of functions of the San Francisco Housing Authority (“SFHA”) within MOHCD’s housing work.

When applicable and practical, Proposers are encouraged to engage contracting teams that reflect the diversity of the City and include participation of businesses and residents from the City’s most disadvantaged communities including, but not limited to the Bayview/Hunters Point, Chinatown, Mission, South of Market, Tenderloin, Visitacion Valley and Western Addition neighborhoods.

2. Selection Overview

The City intends to award a contract to the Proposer that meets the Minimum Qualifications of this Solicitation whose Proposal receives the highest-ranking score. Responsive Proposals will be evaluated by a panel (“Evaluation Panel”) consisting of one or more parties with expertise related to goods and/or services being procured through this Solicitation. The Evaluation Panel may include staff from various City departments. Proposals will be evaluated based on the criteria outlined herein. If applicable, a Contract Monitoring Division (CMD) Contract Compliance Officer will assess Proposal compliance with Local Business Enterprise (LBE) requirements and assign a rating bonus to Proposal scores. The CMD-adjusted scores (if applicable) will then be tabulated, and Proposers will be ranked starting with the Proposer receiving the highest score, then continuing with the Proposer receiving the second highest score, and so on.

B. Anticipated Contract Term

A contract awarded pursuant to this Solicitation will begin on the day of contract execution and end no later than June 30, 2029 with no option to renew.

C. Anticipated Contract Not to Exceed Amount

A contract awarded pursuant to this Solicitation shall have a not to exceed (“NTE”) amount of \$100,000 for the total allowable maximum term.

D. Contract Terms and Negotiations

The successful Proposer will be required to enter into a contract substantially in the form attached hereto as Attachment 1, City's Contract Terms. If Proposer is unable to accept City's Contract Terms substantially in the form presented, Proposer shall include a revised copy of City's Contract Terms with its Proposal. The revised copy of City's Contract Terms must clearly:

- (1) Mark those sections to which it objects;
- (2) Set forth Proposer's alternative terms with respect to each such section; and
- (3) Explain the basis for each proposed change.

If a satisfactory contract(s) cannot be negotiated in a reasonable time, the City, in its sole discretion, may terminate negotiations. Upon termination of negotiations, City may begin negotiation with the Proposer that meets the Minimum Qualifications of this Solicitation whose Proposal receives the next highest-ranking score.

E. Services Requested

This Solicitation is being issued by MOHCD. MOHCD is seeking qualified Proposers to provide Proposals for technical assistance, policy expertise, and consulting services as it relates to integration of housing authority functions within MOHCD's housing work, in accordance with Appendix A, Scope of Work.

1. Green Purchasing Requirements

In preparation for any Proposal submitted in response to this Solicitation, Proposers are required to review the City's Mandatory Green Purchasing Requirements to ensure all goods and services offered to City in response to this Solicitation comply with the City's Green Purchasing Requirements. In addition, Proposers are encouraged to refer to Attachment 1, City's Contract Terms, for additional details related to the Green Purchasing Requirements applicable to any contract awarded pursuant to this Solicitation.

F. Local Business Enterprise ("LBE") Program Requirements

1. Application of LBE Rating Bonuses

LBE Rating Bonuses shall be applicable to each phase of the Solicitation evaluation and selection process, in accordance with the values shown below.

Estimated Contract Value	Small/Micro LBEs Rating Bonus	SBA LBEs Rating Bonus
Greater than \$10,000 but less than or equal to \$400,000.	10%	0%

2. LBE Subcontracting Participation Requirements

There shall be no LBE Subcontracting Requirement for any Contract awarded pursuant to this Solicitation because the anticipated Contract NTE amount will be less than one half of the Minimum Competitive Amount.

G. Proposal Evaluation Criteria

Evaluation Phase	Maximum Points
Minimum Qualifications Documentation	Pass/Fail
Written Proposal	25 Points
Proposer's Acceptance of City Terms	5 Points
TOTAL	30 Points

H. Minimum Qualifications Required with Proposal

Proposers must provide documentation that clearly demonstrates each Minimum Qualification (MQ) listed below has been met. Minimum Qualification documentation should be clearly marked as "MQ1", MQ2", etc.... to indicate which MQ it supports. Each Proposal will be reviewed for initial determination on whether Proposer meets the MQs referenced in this section. **This screening is a pass or fail determination and a Proposal that fails to meet the Minimum Qualifications will not be eligible for further consideration in the evaluation process.** The City reserves the right to request clarifications from Proposers prior to rejecting a Proposal for failure to meet the Minimum Qualifications.

MQ #	Description
MQ #1	Proposer's Written Proposal.
MQ #2	List of proposed staff to be assigned to the project and hourly rates.
MQ #3	Evidence that Proposer has at least ten years of experience within the last 15 years in the affordable housing industry generally and at least five years of experience in working with Public Housing Authorities specifically.
MQ #4	Names and contact information of two professional references.

I. Written Proposal (25 Points)

In addition to submitting documents supporting each Minimum Qualification as required by this Solicitation, Proposers shall also submit a complete Proposal consisting of each item set forth below.

Proposal Item	Maximum Points
Description of at least one similar project or scope of work, including work delivered, and the ultimate outcome.	15 Points
Links to or examples of relevant reports and memos demonstrating clear, concise, and professional communication.	5 Points
General discussion or list of proposed staff to be assigned to the project and their qualifications.	5 Points

J. Oral Interviews

No interviews will be held for this RFP.

K. Supporting Documentation Required Prior to Contract Execution

Proposers must provide each Required Supporting Documentation ("RSD") identified below prior to Award. Failure to do so may result in the Proposal being deemed Non-Responsive.

RSD #1	Evidence that Proposer is compliant or likely to become compliant within 30 calendar days of the Proposal Due Date with San Francisco Labor and Employment Code Articles 131 and 132.
RSD #2	Completed Proposal Attachments: ☐ HCAO and MCO Declaration Forms (Attachments 2 & 3) ☐ First Source Hiring Form (Attachment 4) ☐ A list of (A) members of the contractor's board of directors; (B) the contractor's principal officers, including chief executive officer, chief financial officer, chief operating officer, or other persons with similar titles; (C) any individual or entity who has an ownership interest of 10 percent or more in the contractor. List should be substantially the same as #9 in Form 126f (Attachment 5).
RSD #3	Insurance in accordance with Article 5 of Attachment 1, City's Contract Terms.

L. Protest Procedures

1. Protest of Contract Award

Within three (3) business days of the City's issuance of a Notice of Intent to Award, a Proposer may submit a written Notice of Protest of Contract Award. The Notice of Protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The Notice of Protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or Solicitation provision on which the protest is based. In addition, the Notice of Protest must specify facts and evidence sufficient for the City to determine the validity of the protest.

2. Delivery of Protests

A Notice of Protest must be written. Protests made orally (e.g., by telephone) will not be considered. A Notice of Protest must be delivered by mail or email to the Contract Administrator whose name and contact information appears on the cover page to this Solicitation and received by the due dates stated above. A Notice of Protest shall be transmitted by a means that will objectively establish the date the City received the Notice of Protest. If a Notice of Protest is mailed, the protestor bears the risk of non-delivery within the deadlines specified herein.

Appendix A

Scope of Services

1. Description of Services

MOHCD is seeking qualified suppliers to provide technical assistance, policy expertise, and consulting services as it relates to integration of San Francisco Housing Authority ("SFHA") functions within MOHCD's housing work. This includes providing strategic advice and identification of opportunities to align resources between and among the two agencies, interpretation of Department of Housing and Urban Development (HUD) regulations and their applicability to SFHA procedures and operations, process mapping, and identification of national best practices to inform proposed program alignment.

2. Location of Work

Services will be provided at MOHCD, SFHA, at the Supplier work site, and/or virtually.

3. Project Deliverables

The Contractor shall provide at minimum:

- a. Strategic advice and potential policy around possible models of integration, drawing on Contractor's expertise in program structuring.**
- b. Identification and discussion of specific opportunities to align resources between SFHA and MOHCD, including prioritization of opportunities, timelines, and resource needs.**
- c. Review and summary of housing authority best practices that may support SFHA in the integration effort.**
- d. Support for Project Based Voucher process improvement initiative**

Work product and services may take the form of:

- Participation in internal and external meetings with City and SFHA staff, contracted employees, and outside experts;
- Interviews with community partners and other stakeholders;
- Research on best practices and policy precedents
- Review and analysis of proposed policy changes and/or modifications to current practice

- Written memos or reports.

4. Project Schedule

Supplier should begin work immediately and work must be completed before June 30, 2029. The supplier will meet with MOHCD and SFHA on a regular basis to discuss progress as well as any additional topics to be investigated.

5. Reports

Contractor shall submit written reports and memos as requested by MOHCD. The timely submission of all reports is a necessary and material term and condition of this Agreement. If printed reports are requested, they shall be submitted on recycled paper and printed on double-sided pages to the maximum extent possible.

6. Department Liaison

In performing the Services provided for in this Agreement, Contractor's liaison with MOHCD will be Dan Adams, MOHCD Director and Lydia Ely, Deputy Director for Housing Authority Operations.