# LOS ANGELES COUNTY AFFORDABLE HOUSING SOLUTIONS AGENCY

## REQUEST FOR PROPOSALS

**FOR:**

## PRODUCTION, PRESERVATION, AND OWNERSHIP CONSULTING SERVICES

## Contact Person:

**Paul DeManche**
**PPO-RFP@LACAHSA.GOV**

## Key Dates:

| | |
|---|---|
| RFP release date | Friday, June 26, 2026 |
| Bidder's conference | Thursday, July 2, 2026, at 9:00am (Pacific Time) |
| Deadline for written questions | Wednesday, July 8, 2026, by 5:00pm (Pacific Time) |
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| LACAHSA Board Meeting for final selection and approval of award(s) | Wednesday, August 19, 2026 |
| Anticipated contract start date (Portfolio Strategy and Capital Markets Products) | Tuesday, September 1, 2026 |
| Anticipated contract start date (Impact Funds) | Thursday, October 1, 2026 |

These dates may be changed at the discretion of LACAHSA. Changes to the due date for questions or due date for proposal submittal will be made by written addendum.

**www.LACAHSA.gov**

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**REQUEST FOR PROPOSALS**

# 1. INTRODUCTION

## 1.1 General

Los Angeles County Affordable Housing Solutions Agency ("LACAHSA" or the "Agency") is requesting proposals from qualified organizations with demonstrated experience in providing services as described in this request for proposals ("RFP").

LACAHSA is a regional governmental entity that is charged with increasing the production of affordable housing, preserving existing affordable housing stock, and protecting low-income renters from eviction and displacement. The Agency was created by the California Legislature in 2022 through the Los Angeles County Regional Housing Act (Senate Bill 679, codified at Cal. Government Code section 64700 et seq.) (the "Act"), which establishes legal requirements for the distribution of Agency's revenues. In November 2024, the voters of Los Angeles County ("County") passed Measure A, a half-cent sales tax to fund homelessness and homeless prevention programs. Measure A is anticipated to raise about $1.1 billion in annual revenue, and 35.75% of that revenue must flow to Agency.

The Agency's portion of Measure A funds must be allocated to programmatic uses as follows: 60% for affordable housing production, preservation, and ownership ("PPO") (Gov. Code, § 64830(d)(1); Measure A, § 29(B)); 5% for technical assistance, research, and policy development ("Technical Assistance") (Gov. Code, § 64830(d)(4)); 5% for Agency administration; and 30% for Renter Protection and Homelessness Prevention ("RPHP") (Gov. Code, § 64830(d)(2)). This request for proposals ("RFP") reflects funding available from the portion allocated for PPO.

The Agency is governed by a Board of Directors ("Board") consisting of twenty-one (21) voting members, who have each been appointed to represent various geographic or subject-area constituencies. The Agency is led by a Chief Executive Officer, and its financial system is managed by the Agency's Chief Financial Officer.

## 1.2 Agency Resources and Guidelines

All services funded by the Agency are subject to the legal requirements of SB 679 and Measure A. The Agency cannot grant exceptions under any circumstances. Applicants should familiarize themselves with SB 679 and Measure A. Even if not set forth in this RFP or in an eventual contract, the requirements will nonetheless apply to the use of Agency funds. The Board has adopted 2026-2027 Program Guidelines ("Program Guidelines") that contain additional LACAHSA policies and guidance.

The Board has also adopted an Annual Expenditure Plan, which sets forth the eligible uses of LACAHSA's revenues.

The Program Guidelines and Annual Expenditure Plan are available on LACAHSA's website at www.lacahsa.gov.

### 1.3 Purpose of this RFP

LACAHSA's PPO activities aim to produce new affordable housing units, preserve existing affordable units (or convert existing units to affordable units), and invest in programs for affordable home ownership. The purpose of the PPO Program is to leverage Measure A revenues to find efficient, sustainable, and innovative ways to increase the affordable housing stock within the County.

Through this RFP, LACAHSA solicits proposals from qualified organizations seeking to provide services under one or more of the following contractor opportunities:

- Preservation Impact Fund
- Homeownership / Foreclosure Prevention Impact Fund
- Portfolio Modeling & Strategy
- Capital Markets Products & Strategy

Each contractor opportunity is described in detail below. Applicants may submit applications for one or more of these opportunities as outlined in the Proposal Requirements section.

Please note, LACAHSA is not seeking a municipal advisor through this RFP. The Agency has retained a separate municipal advisor through a previous procurement

## 2. PRESERVATION IMPACT FUND

### 2.1 Overview

LACAHSA seeks a fund manager to assist LACAHSA in creating, structuring and raising capital for a $150 million Impact Fund using an up-to $15 million top loss capital allocated in FY25-26 and FY26-27 Budgets. The Fund will offer debt or equity-like products to developers to acquire existing multifamily properties and/or for rehabilitation of existing multifamily properties. The properties must either be already restricted for affordable housing or conversion of naturally occurring affordable housing (NOAH) to affordable housing. The fund manager will also compare the pros and cons of LACAHSA managing the Fund internally or working with other partners, including CDFIs and/or other financial institutions, to contract out management. The objective is to close the Fund within six months of when work is started, contingent on the timeline of potential funders. The fund manager will also compare the pros and cons of creating an evergreen fund or a time-limited fund with close-out.

### 2.2 Scope of Services

The scope of services may include, but is not limited to, the activities listed below (the final Scope of Work to be negotiated and confirmed upon entering a contract).

*Summary of Activities:* The selected Manager will

- Fine Tune the Concept including interviews with LACAHSA staff, board members and stakeholders to finalize objectives for the Fund.
- Meet with LACAHSA to discuss a closing timeline, task assignments during planning, structuring, capital raising, ongoing management, and the Fund administration.
- Interview potential users of the Fund, such as eligible jurisdictions and developers, to gather market intelligence and affirm product design in a changing market.
- Determine the possibility and floor/ceiling of any potential matching funds from eligible jurisdictions for projects in their area.
- Engage Philanthropy to assess their level of interest and accommodate their extended approval timeline.

*Confirm Fund Products:* The selected Manager will

- Create term sheets for the Fund products.
- Test draft loan products with stakeholders and developers.
- Determine the final slate of loan products, including detailed pricing, terms and conditions.

*Fund Design:* The selected Manager will

- Explore Fund capital stack options to determine relevant combinations of capital (LACAHSA top loss, philanthropy, mission driven and impact investors, eligible jurisdictions and senior lenders) to accommodate an origination period and tenor of the proposed loan products.
- Model the top options for fund structure/capital composition.
- Present top options and recommendations to LACAHSA staff, and Board.

*Capital Raising/Marketing:* The selected Manager will

- Draft the Fund prospectus to share with potential investors and lenders.
- Incorporate feedback from potential investors/lenders if applicable and adjust the structure and terms if needed.
- Present proposed finalized Fund structure to LACAHSA staff and Board.

*Fund Closing:* The selected Manager will

- Work with LACAHSA to engage Legal Counsel to draft the Fund documents.
- Create a closing timeline and launch closing calls with the Fund participants and attorneys.
- Close the Fund.

*Loan Acquisition, Underwriting and Portfolio Management:* The selected Manager will

- Create a framework to source preservation loans suitable for acquisition by a LACAHSA-sponsored fund, conduct asset-level underwriting, including collateral valuation, sponsor financial analysis and review, and project underwriting.
- Present recommended loans for LACAHSA approval.
- Manage all transaction-level steps, including negotiation, due diligence, loan closing and portfolio management of assets.

2.3 Deliverables

The selected Manager will provide:

- A preliminary Program Framework, including acquisition strategy, underwriting standards, and proposed success metrics.
- A framework for quarterly portfolio reporting and impact reports, annual reviews of strategy performance, market conditions, and recommended adjustments.
- For a time-limited fund, a detailed wind-down plan for asset resolution and return of capital in the final two years.

2.4 Minimum Qualifications

We welcome proposals from fund managers with experience in structuring catalytic capital vehicles. We also encourage applications from emerging managers, or boutique impact firms with deep expertise in impact funds. The selected fund manager will share the mission of LACAHSA and its partners to develop financial solutions for preserving affordable housing.

To be considered for selection, proposing organizations must demonstrate:

- Documented experience at scale, including both Fund creation, experience in creation of acquisition strategy/underwriting standards.
- Proven record of borrower-centric resolutions, including successful acquisition strategy and strong portfolio management including sustainable loan modifications, and foreclosure avoidance.
- Substantial California operational presence, with demonstrated experience complying with California mortgage, servicing, and housing-related regulations.
- Ability to track and report impact metrics aligned with LACAHSA's mission and statutory requirements.

The fund manager will also:

- Have a strong track record of portfolio strategy or product development with experience in impact finance, ideally in Los Angeles County.

- Strong financial controls vis-a-vis fund management and disbursements.
- Experience in the impact finance sector.
- Experience communicating both financial and impact results to stakeholders.

## 3. HOMEOWNERSHIP / FORECLOSURE PREVENTION IMPACT FUND

### 3.1 Overview

LACAHSA seeks proposals from qualified firms to serve as Portfolio Manager for the Homeownership / Foreclosure Prevention Impact Fund of approximately $100 million using an up-to $10 million top loss capital allocated in FY25-26 and FY26-27 Budgets. The selected Manager will acquire, manage, and resolve Non-Performing Residential Mortgage Loans (NPLs) secured by homes located in Los Angeles County, with the purpose of:

- Preserving homeownership for distressed households through loss-mitigation and sustainable loan restructuring;
- Avoiding foreclosure and protecting borrower equity;
- Returning vacant or distressed homes to homeownership through rehabilitation and sale to owner-occupant buyers; and
- Recycling capital across a five-year investment period to maximize long-term affordability and homeowner stability.

### 3.2 Scope of Services

The scope of services may include, but is not limited to, the activities listed below (the final Scope of Work to be negotiated and confirmed upon entering a contract).

*Program & Market Framework:* The selected Manager will

- Analyze the availability and pricing of residential NPLs from banks, servicers, lenders, and federal auction platforms.
- Recommend annual investment pacing and acquisition targets.
- Recommend an investment structure designed to accommodate the differing risk appetites, impact priorities, and return targets of various classes of institutional investors.
- Develop program performance metrics, including re-performance rates, avoided foreclosures, borrower equity preservation, and demographic impact.
- Provide guidance on compliance with relevant California laws, including Measure A requirements, SB 679, and applicable consumer-protection statutes.

*Loan Acquisition & Underwriting:* The selected Manager will

- Source NPLs suitable for acquisition by a LACAHSA-sponsored fund.

- Conduct asset-level underwriting, including collateral valuation, borrower hardship review, lien and tax status, occupancy verification, and estimated time-to-resolution.
- Present recommended pools for LACAHSA approval.
- Manage all transaction-level steps, including negotiation, due diligence, and servicing transfer.

*Borrower Engagement & Resolution Management:* The selected Manager will implement a resolution framework that prioritizes preservation of homeownership and community stability. Services include:

- Re-Performance: Offer sustainable modification packages and recasts that support long-term housing stability.
- Assisted Relocation: When necessary, facilitate borrower-centered outcomes such as consensual sales, short sales, or deeds-in-lieu, with an emphasis on preserving borrower equity and minimizing credit damage.
- Rehabilitation & Resale: Manage rehabilitation of properties acquired through foreclosure alternatives and return them to owner-occupant homeownership.

*Portfolio Management & Capital Recycling:* The selected Manager will

- Reinvest proceeds from resolved assets into new NPL acquisitions throughout the investment window.
- Maintain loan-level and portfolio-level reporting systems tracking resolution status, costs, recoveries, net returns, and impact outcomes.
- Provide quarterly reports to LACAHSA and the Investment Review Committee.
- Prepare and implement a two-year wind-down plan at the end of the investment period.

*Compliance, Governance, and Local Coordination:* The selected Manager will

- Comply with federal and state consumer-protection and loss-mitigation requirements.
- Maintain secure data systems for borrower information.
- Coordinate with local jurisdictions as needed for property taxes, code compliance, or resale conditions.
- Maintain substantial operational presence within California—including staff and service capacity sufficient to conduct borrower outreach, property assessments, legal compliance, and asset resolution activities within Los Angeles County.

### 3.3 Deliverables

The selected Manager will provide:

- A preliminary Program Framework, including acquisition strategy, underwriting standards, and proposed success metrics.
- Quarterly portfolio and impact reports.
- Annual reviews of strategy performance, market conditions, and recommended adjustments.
- A detailed wind-down plan for asset resolution and return of capital in the final two years.

### 3.4 Minimum Qualifications

We welcome proposals from fund managers with experience in structuring catalytic capital vehicles. We also encourage applications from emerging managers, or boutique impact firms with deep expertise in impact funds. The selected fund manager will share the mission of LACAHSA and its partners to develop homeownership centric financial solutions.

To be considered for selection, proposing organizations must demonstrate:

- Documented experience acquiring and resolving residential NPLs at scale, including both pre-foreclosure and post-foreclosure assets.
- Proven record of borrower-centric resolutions, including sustainable loan modifications, foreclosure avoidance, and equity-preserving strategies.
- Operational capacity and technical infrastructure to conduct continuous NPL acquisition, servicing oversight, property rehabilitation, and sales to owner-occupants.
- Substantial California operational presence, with demonstrated experience complying with California mortgage, servicing, consumer-protection, and housing-related regulations.
- Ability to track and report impact metrics aligned with LACAHSA's mission and statutory requirements.

The fund manager will also:

- Have a strong track record of portfolio strategy or product development with experience in impact finance, ideally in Los Angeles County.
- Strong financial controls vis-a-vis fund management and disbursements.
- Experience in the impact finance sector.
- Experience communicating both financial and impact results to stakeholders.

## 4. PORTFOLIO MODELING & STRATEGY

### 4.1 Summary

LACAHSA seeks a consultant to assist the Agency in analyzing its existing portfolio of loans and to develop and implement a comprehensive portfolio management and investment strategy that aligns with Agency's short- and long-term goals. The selected Consultant will advise and assist LACAHSA in developing its strategic investment plan aligned with the Act, its adopted FY2025-2026 Expenditure Plan & Agency Strategy, and its short- and long-term investment priorities.

4.2 Scope of Services

The scope of services may include, but is not limited to, the activities listed below (the final Scope of Work to be negotiated and confirmed upon entering a contract).

*Portfolio Analysis and Management Strategy:* The selected consultant will

- Conduct an in-depth analysis of LACAHSA's current portfolio of loans, including potential return on investment scenarios.
- Identify strategies to efficiently leverage existing loan portfolio to mobilize additional capital and scale LACAHSA's investments and impact.

*Strategic Investment Plan:* The selected consultant will

- Develop capital allocation targets based on market demand, affordability mix targets, and geographic coverage aligned with similar programs being developed by Eligible Jurisdictions.
- Advise on alternative subsidy delivery approaches to achieve affordability mix targets and project-level financial sustainability based on available funding and revenue sources.
- Develop a 10-year capital deployment and financial projections model based on allocation and product mix to establish loan portfolio growth benchmarks and impact and performance metrics.
- Incorporate financing plan into long-term financial forecast model and optimize frequency and timing of liquidity and capital raising tranches including future Social Bond issuances.
- Develop methods to efficiently leverage assets and cash flows, including Measure A revenues, loan repayments, and other recurring cash flows and program funds, to mobilize additional private capital and scale LACAHSA's investments and impact.
- Evaluate financing and liquidity alternatives including revolving bank credit facilities, commercial paper programs, private placements, bank direct purchase, asset securitizations, pooled loan structures, municipal and ESG-labeled securities, etc.
- Explore additional funding and financing sources at various levels (i.e., project, program/portfolio, balance sheet) including CDFIs, community lenders, impact investors, asset managers and foundations.
- Additionally, the investment plan will be expected to address the following:
    - Liquidity Management: Immediate liquidity from B Notes, medium-term liquidity from construction-to-permanent conversions, and long-term assets from direct investments and

mortgages.
  - Risk Distribution: Geographic spread across LA County, balanced product types, diversified borrowers, and staggered maturities.
  - Capital Recycling: Using excess cash flow for operations, and reinvesting loan repayments into new originations.
  - Annual Capacity Planning: Prioritizing new construction, optimizing PPO flexible use, and maintaining an 18–24-month forward pipeline.
  - Balance Sheet Growth: Retaining high-quality assets, building equity through retained earnings and asset appreciation, and maintaining debt service coverage ratios above 1.25x.

4.3 Deliverables

The selected consultant will provide:

- A written analysis of LACAHSA's existing loan portfolio and a portfolio management plan for leveraging existing assets
- A strategic investment plan to guide LACAHSA's deployment of capital over the next 10 years, which may include mortgage revenue bonds, social bonds and other recapitalization strategies.
- Interviews with LACAHSA staff, board members and stakeholders to gather objectives for the portfolio strategy.
- Presentations to LACAHSA staff and board on the proposed portfolio strategy.

4.4 Minimum Qualifications

We welcome proposals from consultants with experience in portfolio strategies for affordable housing jurisdictions. To be considered for selection, proposing organizations must demonstrate:

- Documented experience developing portfolio strategies for affordable housing agencies.
- Substantial California operational presence, with demonstrated experience in affordable housing.
- Experience communicating both financial and impact results to stakeholders.

The consultant will also:

- Have a strong track record of portfolio strategy or product development with experience in impact finance, ideally in Los Angeles County.
- Experience in the impact finance sector.

## 5. CAPITAL MARKETS PRODUCTS & STRATEGY

### 5.1 Summary

LACAHSA seeks a consultant to assist the Agency in developing affordable housing products, aligning LACAHSA's existing product mix, and executing a capital markets strategy that aligns with Agency's short- and long-term goals. The consultant will be part of a strong team that will collaborate in the development and analysis.

### 5.2 Scope of Services

The scope of services may include, but is not limited to, the activities listed below (the final Scope of Work to be negotiated and confirmed upon entering a contract).

- Advise on overall program and product development and capital raising strategy to streamline and accelerate LACAHSA's capital deployment and maximize the construction of new affordable housing units and preservation of existing units.
- Develop cash flow, net income and balance sheet projections for alternative capital deployment and product mix scenarios.
- Advise LACAHSA on the structuring and pricing of loan products including acquisition, construction, and long-term permanent financing.
- Develop preferred financing and subsidy models for different size projects and affordability mix targets to simplify capital stacks and accelerate deployment.
- Advise on effective program marketing and community outreach and which financing products would be most effective for different owners/developers and size of projects.
- Evaluate alternatives for structuring credit enhancement products to leverage additional capital sources for projects.
- Outreach activities to new and existing lending partners (including CDFIs, green banks, etc.) to identify financing opportunities and potential new product ideas.
- Define Investment Goals and Criteria
    - Establish clear objectives for growth, community impact, and risk appetite.
    - Set specific target returns for each asset type. Determine geographic focus and community impact priorities.
    - Create policies on asset allocation, deal structures, and due diligence standards.
    - Set risk management protocols, covenants, and monitoring requirements.
- LACHASA Strategic Investments Framework
    - Draft standardized deal templates for equity, preservation financing, and bridge loans.
    - Negotiate deal terms, covenants, and exit strategies.
    - Use preferred equity, convertible debt, and below-market loans

    - to align interests.
    - Explore risk tolerance and exit strategies (sale, refinance, buy-back).
    - Reinvest proceeds into new strategic assets.
    - Adjust portfolio composition based on evolving market conditions.

5.3 Deliverables

The selected consultant will provide:

- Initial Engagement and Strategic Planning
    - Assisting in setting up the legal structure of products proposed, including creating necessary governance documents.
    - Ensuring compliance with all relevant federal, state, and local laws governing municipal bond issuance and housing finance.
- Program Design and Mortgage Origination Planning
    - Help design affordable housing mortgage programs tailored to community needs.
    - Develop eligibility criteria, underwriting standards, and loan servicing procedures.
    - Establish partnerships with lenders, community organizations, and servicers.
- Financial Planning and Capital Stack Structuring
    - Identify potential sources of revenue and security for bonds, such as mortgage repayments, rent subsidies, or other income streams.
    - Model projected cash flows to assess feasibility and bond ratings.
- Preparing for Mortgage Portfolio Accumulation
    - Develop procedures for mortgage origination, pooling, and servicing.
    - Establish systems for mortgage quality control, documentation, and compliance.
    - Begin pilot or initial mortgage origination activities if feasible.
- Market Research & Competitive Analysis
    - Analyze LA County affordable housing pipeline (next 24 months).
    - Survey existing construction lenders' terms and pricing.
    - Interview 15-20 potential borrowers on needs and preferences.
    - Review comparable programs from CalHFA, TCAC, and private lenders.

5.4 Minimum Qualifications

We welcome proposals from consultants with experience in product development strategies for affordable housing jurisdictions. To be considered for selection, proposing organizations must demonstrate:

- Documented experience developing impactful product strategies for affordable housing agencies.
- Substantial California operational presence, with demonstrated experience in affordable housing.
- Experience communicating both financial and impact results to stakeholders.

The consultant will also:

- Have a strong track record of product development with experience in impact finance, ideally in Los Angeles County.
- Experience in the impact finance sector.

## 6. REPORTING REQUIREMENTS

Selected organizations will be required to submit reports in a format and through a submission process specified by LACAHSA. The reporting requirements will comply with the Program Guidelines and Measure A.

## 7. SCHEDULE OF EVENTS

### 7.1 Timetable for Reviewing and Evaluating Proposals:

| | |
|---|---|
| RFP release date | Friday, June 26, 2026 |
| Bidder's conference | Thursday, July 2, 2026, at 9:00am (Pacific Time) |
| Deadline for written questions | Wednesday, July 8, 2026, by 5:00pm (Pacific Time) |
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These dates may be changed at the discretion of LACAHSA. Changes to the due date for questions or due date for proposal submittal will be made by written addendum.

### 7.2 Bidder's Conference

An optional bidder's conference will be held remotely on Thursday, July 2, 2026, from 9:00am to 10:00am Pacific Time.

To register to attend, click on the following link: [Registration Link](https://us06web.zoom.us/meeting/register/sPeiV6IqSz6g0c9stjSoZw). Or copy-paste the following URL into an Internet browser: https://us06web.zoom.us/meeting/register/sPeiV6IqSz6g0c9stjSoZw

## 8. PROPOSAL REQUIREMENTS

Applicant's proposal shall be clear, accurate, and concise. Excessive or irrelevant materials will not be favorably received. The proposal shall be signed by an individual authorized to execute legal documents on behalf of the applicant.

Applicants may submit proposals for one or more of the contractor opportunities included in this RFP (Preservation Impact Fund, Homeownership / Foreclosure Prevention Impact Fund, Portfolio Modeling & Strategy, Capital Markets Products & Strategy). Applicants must submit a separate proposal for each opportunity they wish to apply for (i.e., one proposal for the Preservation Impact Fund, a separate proposal for Homeownership / Foreclosure Prevention Impact Fund, etc.).

### 8.1 Proposal Format

Proposals shall be organized in the order presented below:

(a) **Cover letter** identifying applicant's legal name, background, and contact information, along with the specific contractor opportunity being applied for, a summary of relevant experience, and confirmation that the organization meets the minimum qualifications for the contractor opportunity.

(b) **Narrative proposal** that concisely demonstrates applicant's understanding and approach to providing the applicable services. The narrative proposal must address each of the following elements:

(i) **Professional Qualifications and Specialized Experience (maximum 2 pages)**

Applicants must provide the following:

- An overview of the organization, including its qualifications, services offered, and length of time in operation, both generally and within Los Angeles County.
- A description of the prior experience providing comparable services, outcomes achieved and demonstrated capacity to implement the proposed scope of services.
- A description of the organization's experience working with local governments and managing government contracts.
- If applicable:
  - A list of any subcontractors included in the proposal, services offered, and length of time in operation, both generally and within Los Angeles County.
  - Describe if/how the organizations have partnered in the

past and any other experience the applicant has with successful collaboration.

- A brief description of the prior experience of any subcontractors included in the proposal, detailing comparable services provided, outcomes achieved, and demonstrated capacity to implement the proposed scope of work.

(ii) **Scope/ Work Plan and Timeline (maximum 3 pages)**

Applicants must provide a detailed description of their approach to providing services and a clear implementation timeline with key activities, deadlines, and deliverables. The content of the scope/ work plan and implementation timeline should align with the scope of services and deliverables as described in this RFP.

(iii) **Staffing Plan (maximum 2 pages)**

Applicants must provide a list of key staff members from the organization and any proposed subcontractors to be involved in the project, their experience and qualifications, and anticipated time commitments. Applicants must identify the individual(s) who will serve as the project lead.

(c) **Cost Proposal**

Applicants must submit a detailed cost proposal that outlines all anticipated fees and expenses necessary to successfully perform the scope of work described in this RFP. The cost proposal must include a distinct, detailed budget for the lead agency as well as for each subcontractor, including the below:

- Personnel costs: List each staff position, salary/ wage rate, and corresponding full-time equivalent (FTE) allocation dedicated to the project. In addition, applicants shall provide a combined total of all associated benefit costs or indicate whether those costs are included in staff salary/ wage rates.
- Non-personnel costs: Provide an itemized list of all non-personnel costs associated with performing the scope of work.
- Administrative costs: Specify the total amount allocated for administrative and overhead costs, or indicate whether those costs are included in staff salary/ wage rates.

Cost proposals for the Preservation Impact Fund and Homeownership/ Foreclosure Prevention Impact Fund should cover the full term of the fund (including the initial two-year contract period and additional years in the event the contract is renewed) and should be broken out annually.

(d) **Organizational Fiscal Documents**

Applicants must submit the organization's most recent audited financial statements and a copy of the IRS tax-exempt determination letter (if applicable).

(e) **Litigation**

Applicants must provide a description of all pending or threatened civil or criminal litigation, administrative proceeding, examination, or investigation, including any bankruptcies, receiverships, defaults on loans, and foreclosures, undertaken within the past five years to which the applicant or any proposed subcontractor is the subject of, is a party to, or has been notified that it may become a party to. Provide a description of all administrative, civil, or criminal settlements, decisions, or judgments against the applicant or any proposed subcontractor, including any bankruptcies, receiverships, defaults on loans, and foreclosures, within the past five years.

(f) **References**

Applicants must provide three (3) references that are of similar size and scope of service utilization as the Agency. Please note that evaluation preference will be given to California references. Include the following information for each reference:

- Contact name & title
- Name and address of reference organization
- Telephone number
- E-mail address
- Contract period of performance and/or number of years as customer
- Total contract amount
- Description of services provided

The Agency reserves the right to contact each of the references listed for additional information regarding your organization’s qualifications.

If applicable, describe fully the last three contracts performed by your organization that have been terminated with or without cause. Please include the following information:

- Contact name & title
- Name and address of organization
- Telephone number
- E-mail address
- Description of services provided
- Contract period of performance
- Explanation for contract termination

(g) **Levine Act and Conflict of Interest Statement**

Applicants must submit completed and signed conflict of interest forms with their application, including a Levine Act Compliance Form and a Statement of Conflict Interest/Confidentiality provided in Attachment 1. An applicant's failure to submit these forms with their application may disqualify the application from further consideration.

## 9. SUBMITTAL INSTRUCTIONS

To be considered, an applicant must submit its proposal to the Agency via email to the address set forth below, **NO LATER THAN 4:00 P.M. PACIFIC TIME ON WEDNESDAY, JULY 22, 2026.**

PPO-RFP@LACAHSA.GOV

## 10. EVALUATION

### 10.1 Evaluation Criteria and Selection

A selection committee will review for responsiveness, evaluate responsive proposals and rank the proposals. Proposals will be evaluated according to the following criteria:

| Evaluation Criteria | % |
|---|---|
| Organizational capacity, experience, and relevant qualifications | 30 |
| Experience and qualifications of key personnel | 25 |
| Demonstration of a clear, realistic and effective approach to delivering proposed services | 25 |
| Pricing and cost effectiveness | 20 |

Applicants should note that the lowest cost proposal is not the sole determining factor in the final selection. The Agency reserves the right to consider other relevant factors. An application's score and ranking will not compel a specific outcome or in any way obligate the Agency to select a specific applicant.

The Agency may, at its discretion, invite a shortlist of applicants to participate in a panel interview. No applicant shall be entitled to or otherwise guaranteed an interview or a contract with the Agency. If interviews are held, the proposal and the interview shall each be weighed in making a final selection. Interview criteria will be provided to finalists invited to participate in an interview. The Agency may, at its discretion, require site inspections, demonstrations, or a pilot of proposed services.

After review, scoring, and ranking of applicant(s), the Agency will endeavor to negotiate a mutually agreeable scope and budget with one or more selected applicant(s). In the event the Agency is unable to reach an agreement, the Agency will proceed, at its sole discretion, to negotiate with other applicant(s) selected by the Agency. The Agency reserves the right, in its sole discretion, to enter into agreements with one or more selected applicants.

### 10.2 Term of Contract

(a) Preservation Impact Fund and Homeownership/Foreclosure Prevention Impact Fund

LACAHSA anticipates the contract term for the impact fund manager(s) will commence October 1, 2026, and run through September 30, 2028. At the discretion of LACAHSA, contracts may be renewed for up to four subsequent 2-year terms, to match the expected term of the fund, contingent upon satisfactory performance, availability of funds, and demonstrated need. However, the final form of any agreement will be subject to negotiation and mutual agreement between LACAHSA and the selected fund manager(s).

(b) Portfolio Modeling & Strategy and Capital Markets Products & Strategy

LACAHSA anticipates the contract term for the portfolio strategy and capital markets strategy consultant(s) is expected to commence September 1, 2026, and run through August 31, 2027. At the discretion of LACAHSA, contracts may be renewed for up to two subsequent program years, contingent upon satisfactory performance, availability of funds, and demonstrated need. However, the final form of any agreement will be subject to negotiation and mutual agreement between LACAHSA and the selected consultant(s)

10.3 Award of Contract

If awarded, the contract(s) will be awarded based on demonstrated competence and professional qualifications. Final contract amount will be negotiated between the Agency and the selected applicant(s) and may differ from the proposed budget amount. The Agency reserves the right to reject all proposals and to contract for services in the manner that most benefits the Agency including awarding more than one contract if desired. LACAHSA reserves the right to negotiate final scope, pricing, and contract terms with the selected applicant(s).

The Agency shall not be obligated to accept the lowest priced proposal but will make an award in the best interests of the Agency after all factors have been evaluated.

The selection committee will formulate its recommendations for award of contract(s) to the Executive Committee for its consideration. The Executive Committee will make recommendations for approval by the Board. The final decision to award contract(s) is within the sole and absolute discretion of the Board.

## 11. REQUESTS FOR CLARIFICATIONS

All questions, interpretations or clarifications, either administrative or technical must be requested in writing and directed to: PPO-RFP@LACAHSA.GOV

All written questions will be answered in writing and conveyed to all applicants on the proposer’s list. Oral statements regarding this RFP by any persons should be considered unverified information unless confirmed in writing. To ensure a response, questions must be received in writing by **5:00pm Pacific Time on Wednesday, July 8, 2026**. Responses to clarification requests will be provided by Wednesday, July 15 or the timetable will be adjusted, if necessary.

To ensure fairness and avoid misunderstandings, all communications must be in written format and addressed only to the individual set forth above. Any verbal communications will not be considered or responded to. Written communications should be submitted via e-mail to the address provided above.

All questions received by the due date will be logged and reviewed and, if required, a response will be provided via an addendum to the RFP. The Agency is not responsible for and shall not be bound by any representations, statements, or explanations otherwise made by any individual acting or purporting to act on its behalf, other than the Agency representative(s) identified in this RFP. Any communications by applicants and their representatives, whether written or verbal, with any Board Member, LACAHSA Committee Member, or Agency staff other than the individual indicated above, prior to award of a contract by the Agency, is strictly prohibited, and the applicant may be disqualified from consideration.

## 12. GENERAL PROVISIONS

Applicant is encouraged to review this RFP carefully in its entirety prior to preparation of its proposal. The Agency reserves the right to verify all information submitted in the proposal.

### 12.1 Amendments to RFP

The Agency reserves the right to amend or modify any provisions of the RFP by written addendum or issue to all proposers a Notice of Amendment to answer questions for clarification.

### 12.2 No Commitment to Award

Issuance of this RFP and receipt of proposals does not commit the Agency to award a contract. The Agency expressly reserves the right to postpone the RFP process for its own convenience, to accept or reject any or all proposals received in response to this RFP, to negotiate with more than one applicant concurrently or to decline to enter into negotiations or terminate negotiations with any applicant at any time, to select the proposal(s) most advantageous to the Agency, including awarding more than one contract if desired, or to cancel or withdraw all or part of this RFP at any time.

### 12.3 Amendments to Proposals

No amendment, addendum or modification will be accepted after the deadline stated herein for receiving proposals. Applicant may modify or amend its proposal only if the Agency receives the amendment prior to the deadline stated herein for receiving proposals. The Agency reserves the right to request clarification of information submitted from any one or more of the applicants.

### 12.4 Non-Responsive Proposals

A proposal may be considered non-responsive if conditional, incomplete, or if it contains alterations of form, additions not called for, or other irregularities that may constitute a material change to the proposal. The Agency reserves the right to waive inconsequential disparities and minor irregularities in a submitted proposal.

12.5 Late Proposals

The Agency will not be responsible for proposals that are delinquent, lost, incorrectly marked, sent to an address other than that given herein, or sent by mail or courier service and not signed for by the Agency.

12.6 Costs for Preparing

The Agency is not liable and will not compensate any applicant for the cost of preparing or submitting any proposal or otherwise incurred in responding to this RFP. All materials submitted with a proposal shall become the property of the Agency. The Agency will retain all proposals submitted and may use any idea in a proposal regardless of whether that proposal is selected.

12.7 Alternative Proposals

Only one final proposal for each of the four contracting opportunities in this RFP is to be submitted by each applicant. Multiple proposals for a single contracting opportunity will result in rejection of all proposals for that contracting opportunity submitted by the applicant.

12.8 Administrative Review

Applicants may submit a written request for an administrative review under Agency's procurement policies, if applicable, as follows: for a solicitation requirements review within five (5) business days of the RFP release date; and for a disqualification review or proposed applicant selection review within the timeframe specified in the notice of non-responsiveness or notice of non-selection, respectively. Applicants must include the grounds for review and provide sufficient information for the Agency's CEO or designee to make a determination and issue a decision. Agency will respond with a decision in writing within a reasonable time after a request for review is submitted and prior to any applicable due dates. The decision shall be final.

12.9 Public Documents

Once submitted, each proposal becomes the property of Agency and becomes a public record at the conclusion of the selection process. The Agency is not liable for the disclosure of any information contained in an application. Any information that applicants do not wish to disclose to the public must be clearly marked "confidential". A blanket statement of confidentiality or the marking of every page of the proposal as confidential shall not be deemed sufficient notice of exception. Applicants must specifically label only those portions of the application that are confidential in nature and notify the Agency that confidential information is included.

12.10 No Exceptions

Submission of a proposal constitutes acceptance by applicants of the conditions contained in this RFP should applicant be selected.

12.11 Compliance With Local, State, and Federal Law

Applicants must be in compliance with all LACAHSA fiscal and programmatic requirements and any and all applicable laws, rules, and regulations.

12.12 Conflict of Interest Certification

Consistent with the requirements of Agency, selected applicant(s) will be required to complete the Agency's conflict of interest forms.

12.13 Contract Terms & Conditions

Any applicant awarded a contract shall execute the Agency's standard contractor agreement, without exception. Selected applicants will be required to obtain and maintain applicable insurance required by the Agency.