



PROPOSAL

Affordable Housing Compliance Monitoring Including SB341 Reporting Requirements Services



RSG

**BETTER COMMUNITIES.
BOLDER FUTURES.**

17872 GILLETTE AVE STE 350
IRVINE, CA 92614
WWW.WEBRSG.COM

Tara Matthews
714-316-2111 / tmatthews@webrsg.com

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SECTION 1: EXECUTIVE SUMMARY

Please see the following cover letter page for company information including:

- a) Company's full legal name, address, phone, fax, email, website;
- b) Prior company name;
- c) Organizational structure;
- d) Names and titles of the principal owners;
- e) Person authorized to make commitments for our company;
- f) Company history, experience (brief), and years in business;
- g) Current number of employees, key personnel;
- h) No exceptions to be made to any part of City's scope, specifications, terms or conditions.

June 17, 2021

Via PlanetBids

Dena Heald, Deputy Finance Director
CITY OF MORENO VALLEY
14177 Frederick St.
Moreno Valley, CA 92553

PROPOSAL FOR AFFORDABLE HOUSING COMPLIANCE MONITORING INCLUDING SB341 REPORTING REQUIREMENTS

RSG, Inc. ("RSG") is pleased to present this proposal to the City of Moreno Valley ("City") in response to the Request for Proposals for Professional Services for Affordable Housing Compliance Monitoring Including SB341 Reporting Requirements released on May 3, 2021 ("RFP").

RSG is a State-based, Subchapter "S" corporation and previously conducted business under the name Rosenow Spevacek Group, Inc. The firm is owned by principals Jim Simon, President, and Tara Matthews, Vice President, and currently employs 19 staff members. Key personnel for this project are Ms. Matthews, Rosa Romero, Associate, Alan Alé and Maggie Stanko, Analysts, and Alejandra Martinez, Research Assistant. Ms. Matthews is authorized to make commitments for RSG. RSG is also a California State certified Small Business Enterprise (SBE - 2006876 DGS).

Founded in 1979, RSG's services have spanned real estate, economic development, fiscal health, and housing initiatives to assist public agencies and private investors in the community development process. RSG's housing clients have included cities, counties, housing successor agencies, housing authorities, and developers. We are adept at brainstorming and developing strategies and programs, implementing and overseeing affordable housing programs and developments, performing complex affordable housing underwriting, identifying gap financing resources, and ensuring compliance with State and Federal guidelines.

RSG, Inc.

17872 Gillette Ave., Suite 350, Irvine, CA, 92614
Phone: (714) 541-4585 / Fax: (714) 316-2199
Email: info@webrsg.com / Website: webrsg.com

RSG has worked with the City since 2012 to conduct various affordable housing services including compliance monitoring and annual reporting services. We believe that our previous experience makes us well positioned to assist the City. RSG has no exceptions to any part of City's scope, specifications, terms or conditions in the RFP. Should you wish to discuss the information presented, please feel free to contact Ms. Matthews at (714) 316-2111 or tmatthews@webrsg.com.

Sincerely,



Tara Matthews, Principal

SECTION 2: SUPPLEMENTAL COMPANY INFORMATION

For RSG's housing qualifications, please reference Attachment A Section I through IV of the Required Response Template.

RSG has successfully conducted multiple affordable housing compliance monitoring workshops lead by Principal Tara Matthews and Associate Rosa Romero. These workshops have covered a multitude of housing topics. The workshops have been attended by various cities and municipalities across California, including clients from nearby cities in San Bernardino County.

RSG conducted the housing workshops in a series that focused on different topics related to compliance monitoring. RSG created flyers that were sent via email, posted via our social media feeds, and sent to clients we felt would find the workshops informative. These flyers invited all property and regional managers, compliance staff, property owners, and anyone with a general interest in the topics taught.

The first workshop of the series was File Compliance. RSG went through all the required documentation needed in a tenant's file, which includes the tenant's lease agreement, accompanying disclosures and addendums, application, tenant income certification (TIC), applicable notices, and identification, among other documents. Each of these documents have requirements that need to be met for compliance. The most in depth requirement we went over was tenant income and assets.

The second workshop of the series was an in depth look at Income and Rent Requirements. RSG went through the different types of income scenarios and the different methods of calculating income in accordance with the project's controlling agreements and funding source requirements. RSG also went over the Area Median Income (AMI) and how to determine them for each set-aside unit based on the program restrictions.

The final workshop of the series was also a deeper look, but this time into TICs. RSG went through the different types of TIC forms, how to complete both a move-in and recertification TIC, identifying a property's funding source and the correct form for each once, and ensuring each section of the TIC is accurately filled out.

Each workshop series worked in conjunction to one another to provide an overarching, detailed guide to anyone with a general interest or investment in compliance monitoring. RSG prides itself on being a leader in the housing sector. The housing workshop series is one facet of how RSG continues to lead the industry and provide tools for our clients to succeed.

SECTION 3: PROFESSIONAL TEAM ASSIGNMENTS

The staff at RSG strive to be trusted advisors to our clients, providing them with essential data and guidance. At the root of our services is the innate desire of our staff members to seek answers, and in every engagement, our clients' questions become our own. What should we do? How do we get there? What is best for our community? Our staff's problem-solving skills are products of training and experience, but it is also our tenacious desire to unearth practical solutions that pervades our corporate conscience.

RSG dedicates a Principal to each project assignment and creates a core group of project managers and staff who work on the individual assignments on a consistent basis throughout all stages of the contract engagement. Our staff is focused, committed, and passionate about the work we do. We conduct our engagements around our Core Values and are proud of it. We pride ourselves on our ability to appropriately allocate our time and resources to ensure that a project is completed on time and within budget.

RSG has assembled an experienced and efficient Project Team for this solicitation. The engagement will be led by Tara Matthews, Principal-in-Charge. Ms. Matthews would be assisted by RSG staff members Rosa Romero, Associate, Alan Alé and Maggie Stanko, Analysts, and Alejandra Martinez, Research Assistant. All members of the Project Team are expected to remain in service until completion of the project. Brief bios of the consulting staff assigned to this engagement follow. Resumes and an organizational chart are included on the pages below.

Tara Matthews, Principal, will serve as the Principal-in-Charge for this engagement. Ms. Matthews maintains an active role on projects she supervises and can be expected to be fully engaged throughout the term of a contract. Ms. Matthews is a respected housing expert with more than 15 years of experience focused primarily on all aspects of affordable housing. Ms. Matthews is a San Diego Housing Federation Policy Committee member and has been a speaker at the annual San Diego Housing Federation conference. Ms. Matthews has completed similar assignments for numerous communities throughout the state including, but not limited to, Orange Counties, as well as the cities of Fontana, Lake Forest, El Cajon, Merced, Murrieta, Pinole, Pleasant Hill, Victorville and Hemet.

Rosa Romero, Associate, has 19 years of experience in real estate and affordable housing. Before joining RSG, Ms. Romero was a Senior Loan Processor responsible for pre-underwriting loans and monitoring compliance documents for single-family and multi-family transactions. Ms. Romero is a Certified Occupancy Specialist, a Blended Occupancy Specialist, and a Tax Credit Specialist, and oversees the requirements for over 100 City and Agency assisted multi-family projects for the State of California. She translates her training experience into working with the many different aspects of the affordable housing area.

Alan Alé, Analyst, has a background in financial modeling and data analysis. He has performed market analysis research, development and monitoring of KPI's, and has developed best practice assessments to facilitate growth and increase efficiency in the industries in which he

has worked. Mr. Alé also has experience with compliance monitoring, file auditing and inspections for affordable housing developments in multiple cities, including Moreno Valley, Huntington Beach, Chula Vista, Victorville, and Fontana, among others.

Maggie Stanko, Analyst, has a background in economic development, policy analysis, and affordable housing, and she uses this expertise to provide innovative solutions to her clients. She has experience with the City in completing both compliance monitoring and the SB 341 annual reporting. She has built a relationship with both property managers, developers and City staff and can assist with co-managing. Additionally, she's experienced with inclusionary housing ordinances, market analysis and reviewed subsidy programs throughout the state of California to assist the County of San Diego in creating such a program.

Alejandra Martinez, Research Assistant, is a recent UCLA graduate and has a bachelor's degree in Economics with a minor in Urban and Regional Studies. Ms. Martinez has a background in community development and affordable housing research. Her experience includes conducting RHNA affordable housing allocation analyses and reviewing reporting requirements for affordable housing properties.



TARA MATTHEWS

Principal & Vice President

714.316.2111

tmatthews@webrsg.com

PROFILE

"I enjoy problem solving and working with people who make things happen to improve their community. Seeing a project that I worked on come to fruition is very exciting. I can say, "I helped make that happen!"

OUT & ABOUT

San Diego Housing Federation/Policy Committee and Conference Speaker

The Kennedy Commission

California Association for Local Economic Development

California Property Tax Managers Association, Annual Conference Speaker

California State Municipal Finance Officers, Speaker

Non-Profit Housing Association of Northern California

SCANPH

ABOUT TARA

Driven by the passion to improve the lives of all sectors of a community, Tara expertly navigates projects with a comprehensive knowledge of community development, affordable housing, and economic development. The complexity of her projects includes property acquisition and relocation services, development impact fee analyses, and the creation and monitoring of affordable housing projects. Tara is skilled at client collaboration, strategic planning, research and analysis, financial projections, report writing, and outreach.

EDUCATION

Tara joined RSG in 2004. She received a BS in Earth Sciences at the University of California, Santa Cruz, and a Certificate in Urban Planning and Development from the University of California, San Diego. Tara is an active member of the San Diego Housing Federation and serves on its Policy Committee. She shares her knowledge and proficiency in municipal finance, economic development policy analysis, and real estate to advance client and community objectives.

RECENT ENGAGEMENTS

Provided interim staffing services for the City of Carson, acting as the Interim Housing Program Manager for the City's mobilehome rent control program.

Prepare strategies to spend affordable housing funds and leverage properties based on community needs and legal requirements. Including how existing resources could help make progress towards RHNA requirements and Housing Element goals. Implement strategies by issuing Requests for Proposals, Notices of Funding Availability or direct property marketing, most recently in the cities of Lake Forest, Merced, Murrieta, Norco, Pinole and Tulare. Ensure proposals meet legal requirements tied to funding sources and properties, such as Senate Bill 341 and LIHTC. Activities also included presenting findings to decision makers.

Provided multiple affordable housing services to the County of Orange, including underwriting and subsidy layering analyses, annual reporting and compliance, and updates to policies and procedures for the HOME, ESG, CoC and CDBG programs.





ROSA ROMERO

Associate

714.316.2114
rromero@webrsg.com

PROFILE

"I enjoy being a part of the affordable housing services RSG provides and collaborating with the cities and local jurisdictions, as well as the community residents themselves."

OUT & ABOUT

Non-Profit Association of
Northern California

SCANPH

San Diego Housing Federation

ABOUT ROSA

Rosa is accountable for the administration and monitoring of over 6,000 affordable housing units. She maintains and ensures compliance with Federal, State and Local requirements established by the loan funding source set forth in the regulatory agreements. She oversees the requirements for 150 City and Agency assisted multi-family projects for the State of California. Rosa is fluent in Spanish and provides Spanish-language translation services. Rosa's primary duties at RSG are to project management, loan program administration, interface with clients, and conduct compliance reporting. Specific tasks include the preparation of reporting requirements, review and summarize controlling documents, analyze tenant income documentation, verification of rent and utility allowance, determine program eligibility, and conducting annual on-site file audit, physical unit inspections and desk audits.

EDUCATION

Rosa joined RSG in 2007. She has 16 years of experience in real estate and affordable housing. Before joining RSG, Rosa was a Senior Loan Processor responsible for pre-underwriting loans and monitoring compliance documents for single-family and multi-family transactions. Rosa is a Certified Occupancy Specialist (COS), Tax Credit Specialist (TCS) and a Blended Occupancy Specialist (BOS). The certifications are specifically in depth knowledge of HUD 4350.3 Rev-1, HOME investment program and Low Income Housing Tax Credit guidelines and regulations.

RECENT ENGAGEMENTS

Prepared housing authority annual reports pursuant to legislation requirements of SB341 for a few cities. This includes financial data review, calculations, and coordination of documents.

Conduct annual reporting for compliance of affordable housing projects assisted by cities. Including analyzing occupancy status reports, rent roll, tenants incomes, certifications, and recertifications to ensure compliance with the property's agreement requirements

Teach and conduct annual compliance monitoring workshops to train and equip property management staff, city staff and new employees at RSG with guidelines and regulations for various topics in affordable housing.





ALAN ALÉ

Analyst

714.316.2195
aale@webrsg.com

PROFILE

“At RSG, I feel as though my work is a contributing part to nuanced solutions for local communities, the programs that affect the communities and the residents that are impacted. This is especially important to me as I am a product of local community programs in the Orange County area. To have an opportunity to give back in some way is humbling, exciting and empowering.”

OUT & ABOUT

Non-profit Housing
Association of Northern
California

SCANPH

ABOUT ALAN

Alan joined RSG in 2018 bringing with him a background financial modeling and data analysis. He has performed market analysis research, development and monitoring of KPI's, and has developed best practice assessments to facilitate growth and increase efficiency in the industries in which he has worked.

EDUCATION

Alan holds a Bachelor's Degree in Economics from the University of California, Davis. His educational background combined with his significant experience in research analysis has provided him with an extensive set of analytical skills that he is able to impart upon each job he assists with.

RECENT ENGAGEMENTS

Conducted compliance monitoring, file auditing and inspections for affordable housing developments in multiple cities, including Huntington Beach, Chula Vista, Victorville, Moreno Valley and Fontana, among others.

Assisted in the analysis and completion of the 2018 Annual Continuing Disclosure Information Statement for the Community Redevelopment Agency of the City of Hawthorne Certificates of Participation 2016 Refinancing Project.

Assisted in implementing the City of Orange Cove's Housing Rehabilitation program, including outreach to applicants and analysis of income documentation and contractor bids.

Assisted in implementing the City Westminster's Emergency Small Business Grant program, including outreach to applicants and analysis and approval of applications.





MAGGIE STANKO

Analyst

714.316.2123

mstanko@webrsg.com

PROFILE

"I grew up in a small, rust belt town in Ohio and would see the impacts of lack of economic mobility. Being able to assist cities on how to better mitigate economic development and affordable housing issues and provide solutions is a reason to get up in the morning. Being able to work on numerous economic development and affordable housing projects simultaneously satisfies my desire to constantly make an impact in a field I care a lot about."

OUT & ABOUT

San Diego Housing Federation

Non-Profit Housing

Association of Northern California

SCANPH

ABOUT MAGGIE

Maggie joined the RSG team in 2019 bringing a background in economic development, policy analysis and affordable housing and she plans to use this expertise to provide innovative solutions to her clients. She is constantly yearning to expand her knowledge in order to apply best practices to each and every one of her projects.

EDUCATION

Maggie received her B.A. in Economics and Political Science from Youngstown State University in 2018 and her Master of Public Policy, with a concentration in Urban Planning, from UC Irvine in 2020. She has previously worked at the Los Angeles Coalition for the Economy & Jobs, the Los Angeles County Economic Development Corporation and gained consulting experience at the Evaluation and Training Institute. Her education and experience has provided her with strong analytical and writing skills and furthermore, helped cultivate her passion to advocate for sustainable community and economic development for constituents of all backgrounds.

RECENT ENGAGEMENTS

Conducted an analysis on how AB-1482 (Rent Control) would affect South Gate renters.

Reviewed and analyzed Accessory Dwelling Unit loan and subsidy programs throughout the state of California to assist the County of San Diego in creating such a program.

Studied inclusionary housing ordinances in Los Angeles County and evaluated the methodology for in-lieu fees as part of creation of such an ordinance in South Gate.

Assisted in the development of program materials for the CARES Act-funded Small Business Recovery Grant Program for Westminster.

Evaluated the development cost, fiscal impact, and potential community benefit request for several development projects in San Carlos.





ALEJANDRA MARTINEZ

Research Assistant

714.316.2122
amartinez@webrsg.com

PROFILE

"I value the opportunity to support cities in their efforts to promote affordable housing and economic development. Ultimately, my personal mission is centered on helping communities achieve self-determination."

ABOUT ALEJANDRA

Alejandra is a lifelong Angeleno and has a background in community development and affordable housing research. As a resident of Southeast Los Angeles, a community confronted by magnified social and economic challenges, her lived experience drives her to help strengthen communities like her own through research.

A former undergraduate student researcher for the California Governor's Office of Planning and Research, Alejandra has experience conducting comprehensive quantitative analyses. In this role, she retroactively applied one RHNA (Regional Housing Needs Allocation) methodology to three regions in California and presented her findings in a report and presentation so as to inform future Housing Element Law Reform.

During her time as a research intern for the Los Angeles Alliance for a New Economy (LAANE), Alejandra analyzed socioeconomic data and developed exploratory maps to understand challenges in their target city. The findings were utilized to inform LAANE's policy advocacy on community and economic development issues.

EDUCATION

Alejandra joined RSG in 2021 and received a BA in Economics with a minor in Urban and Regional Studies from University of California, Los Angeles.

RECENT ENGAGEMENTS

Assisted with the preparation of desk monitoring notices to ensure clients' fulfillment of regulatory obligations and annual compliance monitoring for affordable housing projects. This preparation includes delivering occupancy status reports and certifications of continuing program compliance to property managers and coordinating document transfer through cloud computing systems.

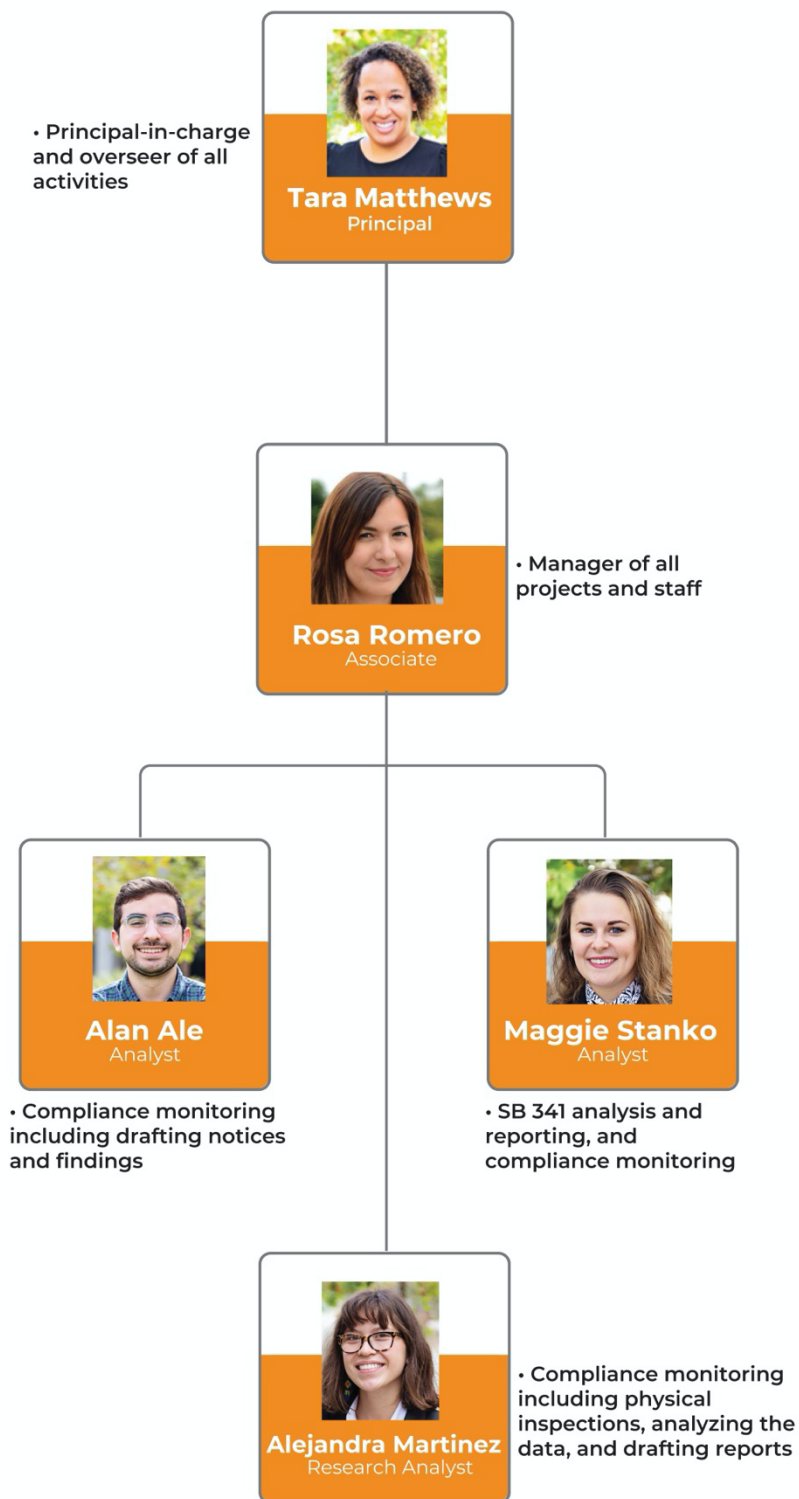
Updated affordable housing project income and rent limits pursuant to annual State and Federal limits. Utilized revised limits to determine new range of affordable rents and to ensure affordability and occupancy compliance at affordable housing projects.



RSG ORGANIZATIONAL CHART

The following is an organizational chart indicating all team members that will be assigned to this engagement, their titles, and a very brief description of their relevant responsibilities.

RSG ORG CHART



SECTION 4: PROPOSAL COSTS

Please see the following pages for all pricing details on the provided Exhibit B form.

Exhibit B: Pricing (EXAMPLES)

I. Task Rates***

- A. Include tasks required by Specifications and other related tasks to provide a complete proposal for the required services.
- B. Propose Total Hours to complete each task and Total Cost for each task.

LN	Task Rates	Total Hours	Total Cost
1	Task 1: Update Monitoring Schedule	5	\$715
2	Task 2: Draft Notification of Monitoring, including forms	35	\$4,825
3	Task 3: Draft Annual Income, Rent and Utility Charts	4	\$640
4	Task 4: Set-up SharePoint for Documentation Upload	5	\$675
5	Task 5: File Audit (Remote)	45	\$5,825
6	Task 6: Analyzed data of occupancy standard report, rent roll and recertifications	40	\$5,500
7	Task 7: Physical Unit Inspection & Onsite File Audit	60	\$7,650
8	Task 8: Draft Findings Report	30	\$4,150
9	Task 9: Final Report	45	\$7,075
10	Task 10: Technical Assistance and City update	12	\$1,850
11	Task 11: Close-out Memo and USB monitoring data download for the City	6	\$1,060
12	Task 12: Agreement Review (2 projects only)- New Development	10	\$1,600
13	First Year Subtotal- Compliance Monitoring	297	\$41,565
14	Task 13: Data Request	5	\$675
15	Task 14: Financial Review	12	\$1,720
16	Task 15: Draft and finalize report	18	\$3,230
17	Task 16: Submittal of Report	1	\$135
18	First Year Subtotal - Annual Report	36	\$5,760
19	Total for First Year Services - Compliance Monitoring and SB341 Annual Report	333	\$47,325
20	SECOND YEAR TOTAL	333	\$47,325
21	THIRD YEAR TOTAL	333	\$47,325
22	Subtotal for services (Three Years)	999	\$141,975
23	FOURTH YEAR TOTAL (optional renewal)	333	\$47,325
24	FIFTH YEAR TOTAL (optional renewal)	333	\$47,325
A	Task Costs	1,665	\$236,625

II. Hourly Rates***

- A. Include titles and rates for all staff that could provide services under the contract.

LN	Standard Personnel Rates	Title of Person Performing Service	Hourly Rate	Total Hours	Total Cost
1	Director	Principal	\$275	30	\$8,250
2	Project Manager	Associate	\$185	141	\$26,085
3	Analyst	Analyst	\$135	414	\$55,890
4	Assistant	Research Assistant	\$125	414	\$51,750
B	Total Personnel Costs (3 Year Term)			999	\$141,975

*** Attach additional sheets as necessary.

LN	Standard Personnel Rates	Title of Person Performing Service	Hourly Rate	Total Hours	Total Cost
1	Director	Principal	\$275	10	\$2,750
2	Project Manager	Associate	\$185	47	\$8,695
3	Analyst	Analyst	\$135	138	\$18,630
4	Assistant	Research Assistant	\$125	138	\$17,250
B	Total Personnel Costs (4th Year Optional Renewal)			333	\$47,325

LN	Standard Personnel Rates	Title of Person Performing Service	Hourly Rate	Total Hours	Total Cost
1	Director	Principal	\$275	10	\$2,750
2	Project Manager	Associate	\$185	47	\$8,695
3	Analyst	Analyst	\$135	138	\$18,630
4	Assistant	Research Assistant	\$125	138	\$17,250
B	Total Personnel Costs (5th Year Optional Renewal)			333	\$47,325

III. Fees: Per Diem***

- A. Include all relative non-labor fees for all required services.
- B. Note that rates may not exceed the rates below, but may be less.

LN	Fees	Rate
1	Per Diem –Travel (per person, per one-way trip)	\$0
2	Per Diem –Hotel (per person, per day)	\$0
3	Per Diem –Meals (per person, per day)	\$0

IV. Reimbursable Expenses***

Specifically describe all expenses for the required services and any related costs;
if no cost, please state "Zero"; if at cost, please state "At Costs."

LN	Describe Expense and Related Costs	COSTS
1	Zero	\$0
2	Zero	\$0
3	Zero	\$0

*** Attach additional sheets as necessary.

(CONTINUED ON NEXT PAGE)

SECTION 5: RESPONSE TEMPLATE

Please see the following pages for the complete City-provided Response Template with RSG's answers to the City's questions.

Attachment A: Required Response Template

RSG, Inc.

(Bidder's Company Name)

Instructions:

Prospective proposers must provide the information requested below and include it in their proposal. City has provided the form as a separate Word document for bidder's use. Use this form or copy and paste it into your own document; in either case, please provide your responses under each of the number points. Do not omit or renumber any sections. Refer to attached documents sparingly and only as necessary; and ensure that any documents referred to are numbered according to the outline below.

I. Company Information: Name, Contacts, History, Scope of Services

Please provide the following information about your company:

A. Your company's full legal name, address, phone, fax, email, website.

RSG, Inc.

17872 Gillette Ave., Suite 350, Irvine, CA, 92614

Phone: (714) 541-4585

Fax: (714) 316-2199

Email: Info@webrsg.com

Website: webrsg.com

B. Prior company names (if any) and years in business; mergers, buyouts, etc.

RSG was founded in 1979, and previously conducted business under the name Rosenow Spevacek Group, Inc.

C. Organizational structure (i.e. corp., LLC, sole proprietorship, etc.).

State-based, Subchapter "S" corporation

D. Names and titles of the principal owner(s).

Jim Simon, President, and Tara Matthews, Vice President

E. Person(s) authorized to make commitments for your company.

Tara Matthews is authorized to make commitments for RSG.

F. Company history, experience, years in business for current company name.

RSG has been in business for five years under the current company name. RSG's services have spanned real estate, economic development, fiscal health, and housing initiatives to assist public agencies and private investors in the community development process. RSG's housing clients have included cities, counties, housing successor agencies, housing authorities, and developers. We are adept at brainstorming and developing strategies and programs, implementing and overseeing affordable housing programs and developments, performing complex affordable housing underwriting, identifying gap financing resources, and ensuring compliance with State and Federal guidelines.

G. Annual company revenues for the last three fiscal years.

2020: \$2,775,277.35

2019: \$2,867,257.56

2018: \$2,875,726.20

H. Tax ID number.

95-3435849

I. The complete scope of services offered by your company.

RSG has comprehensive knowledge of guidelines and regulations of multiple affordable programs beneficial to the City's monitoring activities including HUD's HOME program requirements, Low Income Housing Tax Credit regulations, Redevelopment housing restrictions and applicable funding sources dictated in the project's regulatory agreement. Our compliance monitoring team is skilled at evaluating and analyzing multiple Federal and State funding sources. RSG adds value in the area since we are already familiar with most of the regulatory agreements. Our key steps for the scope of services are as follows:

1. Set up project schedule for the City's 28 completed affordable housing projects. The 2 planned projects (once completed and developed) would be added into the schedule.
2. Draft applicable income and rent limit charts (including utility allowance) to be incorporated into the occupancy status report, along with existing forms unit set-aside designation certificate corresponding to the controlling agreement requirements.
3. Provide notification to all parties of monitoring (property managers, developers, and owners). A courtesy copy would be provided to the City.
4. Analyze all data pertaining to the files through the occupancy report and incorporate the project agreement requirements, including any funding source regulations. All final reporting would have sections that were monitored. Such as income and rent analysis, tenant file review, inspection results, findings (if applicable) and conclusion of compliance status.

RSG has assisted the City since 2012 with the Annual Housing Authority Report (SB 341). Pursuant to redevelopment agency dissolution, SB 341 created a new requirement that successor housing entities provide an annual report that details compliance with the expenditure limitations specified in SB 341 during each five-year compliance period ("SB 341 Report"). Successor Housing Entities are required to annually provide the SB 341 Report. The SB 341 Report provides information regarding the Low- and Moderate-Income Housing Asset Fund encumbrances reported on the Housing Asset Transfer form and is submitted to the State's Department of Housing and Community Development ("HCD") by December 31.

J. The number of clients (including governmental) served in past and present.

397 clients

K. Special qualifications, training, credentials, recognition, or awards.

Rosa Romero, Associate, is a certified Blended Occupancy Specialist. She applies this knowledge to understand comprehensive compliance of blended or multi-layer funding for affordable housing properties, including HOME, HUD and LIHTC. Additionally, she is a Certified

Occupancy Specialist, which is in depth knowledge of guideline regulations set forth in the HUD Handbook Rev- 4350.3 Rev-1, including subsidy rent calculation and adjusted gross income eligibility. She's also obtained the Tax Credit Specialist certificate to further understand the IRS regulations and compliance overlap with the eligibility requirements.

Alan Alé, Analyst, is a certified HOME Compliance Specialist, which positions him to assure compliance with the Participating Jurisdiction's reporting policies as it relates to HOME rules and regulations, the ability to calculate a household's annual gross income, balance multiple layers of compliance (including properties blended with HUD's Section 8 and/or LIHTC program), and knowledge of how to maintain a fiscally and operationally viable property over the long-term while staying in compliance with HOME's objectives and requirements.

L. Contracts terminated for cause, pending litigation or legal issues.

In October 2019, RSG's professional services agreement with the City of Hawthorne was terminated by the City as a result of former RSG employees who serviced the contract moving onto a different firm.

II. Resources: Staffing, Facilities, Equipment

Provide the following information relative to required services:

A. Names and titles of key management personnel.

Tara Matthews, Principal, and Rosa Romero, Associate

B. Team to be assigned for these services.

Tara Matthews, Principal-in-Charge, Rosa Romero, Associate, Alan Alé and Maggie Stanko, Analysts, and Alejandra Martinez, Research Assistant

C. Qualifications of specific individuals who will work on the project.

Tara Matthews, Principal, will serve as the Principal-in-Charge for this engagement. Ms. Matthews maintains an active role on projects she supervises and can be expected to be fully engaged throughout the term of a contract. Ms. Matthews is a respected housing expert with more than 15 years of experience focused primarily on all aspects of affordable housing. Ms. Matthews is a San Diego Housing Federation Policy Committee member and has been a speaker at the annual San Diego Housing Federation conference. Ms. Matthews has completed similar assignments for numerous communities throughout the state including, but not limited to, Orange Counties, as well as the cities of Fontana, Lake Forest, El Cajon, Merced, Murrieta, Pinole, Pleasant Hill, Victorville and Hemet.

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has worked. Mr. Alé also has experience with compliance monitoring, file auditing and inspections for affordable housing developments in multiple cities, including Moreno Valley, Huntington Beach, Chula Vista, Victorville, and Fontana, among others.

Maggie Stanko, Analyst, has a background in economic development, policy analysis, and affordable housing, and she uses this expertise to provide innovative solutions to her clients. She has experience with the City in completing both compliance monitoring and the SB 341 annual reporting. She has built a relationship with both property managers, developers and City staff and can assist with co-managing. Additionally, she's experienced with inclusionary housing ordinances, market analysis and reviewed subsidy programs throughout the state of California to assist the County of San Diego in creating such a program.

Alejandra Martinez, Research Assistant, is a recent UCLA graduate and has a bachelor's degree in Economics with a minor in Urban and Regional Studies. Ms. Martinez has a background in community development and affordable housing research. Her experience includes conducting RHNA affordable housing allocation analyses and reviewing reporting requirements for affordable housing properties.

D. Amount of time and involvement of key personnel who will be involved in respective portions of the project.

Tara Matthews would oversee both the compliance monitoring and SB 341 annual reporting.

Rosa Romero will be managing all the affordable housing projects, staff, and assist with 25% of the work.

Alejandra Martinez will be involved with 60% of the compliance monitoring work, including the physical inspections, analyzing the data, and drafting reports.

Alan Ale will assist with 10% of the compliance monitoring work, drafting notices and findings.

Maggie Stanko will assist 5% of the compliance monitoring work to fill in for staff as needed. Maggie would also complete 95% of the SB 341 analysis and reporting.

E. Resumes of all team members; provide only names and titles only; attach current resumes to proposal.

Tara Matthews, Principal-in-Charge, Rosa Romero, Associate, Alan Alé and Maggie Stanko, Analysts, and Alejandra Martinez, Research Assistant.

As requested, current resumes of all team members are attached to the proposal, under Section 3: Professional Team Assignments.

F. Current number of employees: full-time and part-time employees.

17 full-time employees and 2 part time employees

G. Annual turnover rate of staff.

18%

**H. Names of any subcontractor's you propose to use for our contract.
Provide only names here; fill in the details on City-provided Subcontractors List.**

N/A

I. Facilities that would be utilized to perform the required work.

The physical inspections and file audit would be conducted on property site and desk audits, and analysis and annual reporting would be completed at the RSG office.

J. Equipment that would be utilized to perform the required work.

RSG staff is equipped with laptops for reporting and clipboard for onsite inspections.

III. Required Services: Meeting or Bettering these Requirements

Provide the following information relative to required services:

A. Ability to perform specific tasks as outlined in the RFP.

RSG can assist the City with the scope of services and specific tasks for the compliance monitoring as follows:

1. Conduct an audit of each affordable housing project to include:
 - A sample size review of tenant file based on the number of affordable units and HOME regulations.
 - Provide to the property managers with a list of the required documents that will be reviewed and set-up a secured SharePoint link to upload the requested data.
 - Accurately review all data provided including income source documentation for new and recertifying tenants of the restricted unit.
 - Identify any findings such as over-income tenants', gross rents exceeding the affordable rent limit, missing documentation, incomplete form(s) and other related items corresponding to the review of the files.
 - Conduct a physical inspection of 10% - 20% sample size of units, including physical exterior and common areas for each project. The sample size would match the onsite file audit.
 - Accurately complete a form for each unit inspected indicating whether the unit passed or failed based on the Housing Quality Standards.
2. Review and ensure the annual compliance report is accurately demonstrating the alignment of the tenant file data/contents.
3. Provide the City with a progress workbook of the City's entire portfolio of affordable projects that includes milestones and status of the projects.
4. Analyze tenant's income eligibility and gross rents are complying with the State or Federal published income and rent limits, along with the requirements of the corresponding project agreement. RSG would provide annually to all corresponding parties a chart with the applicable published limits pursuant to the affordable project.
5. Review for accuracy and completeness of corresponding forms as required by the controlling agreement such as:
 - Tenant application, recertifications, lease, addendums, rent documentation and certificate of program compliance.

6. Report to the City and property management/owners on the status of each project monitored. The report identifies all key areas monitored such as:
 - Project overview, unit set-aside designation by area median income, program compliance, tenant documentation, income and rent analysis.
 - Follow-up with any corrections and recommendations noted in the report findings, by working with the property managers/owners to bring project into full compliance with the City's project agreement.
7. Conduct a close-out meeting to the City and recap the annual monitoring, this includes providing the City with a brief memo and all monitoring data collected in a USB drive.

RSG can develop project agreement forms to help identify key components in a summary style document of the required monitoring for the newly developed affordable housing projects. The summary forms are ideal to quickly access the information of the upcoming schedule of monitoring and easily prepare the necessary documents. Information in the summary forms would be:

- Agreement milestone dates
- Financial reporting requirements
- Annual reporting information
- Required owner obligations

We understand that regulatory reporting is a critical aspect of a local government's housing responsibilities. Our redevelopment agency roots have positioned our team well to address regulatory compliance and reporting needs. As such and required by SB 341, the SB 341 Report would include the following information each reporting year:

- The amount deposited into the Housing Fund
- A statement of the balance of the Housing Fund
- A description of expenditures by category
- The statutory value of real property
- A description of transfers
- A description of projects that receive funding through ROPS
- The status of properties pursuant to the five-year disposition period
- An update on the inclusionary and replacement housing obligation
- Compliance with expenditures in the five-year period
- The percentage of senior deed-restricted units
- The amount of excess surplus

B. Reasonableness of your fee to do the work.

RSG is experienced with the City's Affordable Housing portfolio for compliance monitoring and has helped the City to ensure compliance pursuant to related Federal and State regulations. RSG understands the annual compliance reporting requirements, as well as other project's funding sources. Over the years, RSG has established relationships with property managers, developers, and owners of the City's projects. With the compliance monitoring services, RSG would continue working with the requirements in each agreement as it relates

to each of the projects. RSG has also worked with the City in completing the annual housing authority report for SB 341. We believe that our experience working with not only the City but the other entities will serve to ensure that costs are maintained and we will not need any time to get familiar with the engagement.

C. Current resources to meet or better all task and timeline requirements herein.

RSG has existing databases for all the City's affordable housing projects, including templates of notices, workbooks, and reporting.

D. Additional resources that might be needed to meet or better all task and timeline requirements of this request.

RSG has the tools for all tasks in the scope of service.

E. How quickly could you provide additional, extra trained staff if requested by City for additional work beyond the original scope of services?

We have 5 additional staff members that are trained and developed with a multi-faceted training program in RSG's affordable housing product line, including compliance monitoring and SB 341 annual reporting. If given additional work beyond the scope, RSG's additional staff is ready and prepared for extra services.

F. How quickly can you begin providing services if awarded the contract?

Given that RSG has the existing experience and access to all compliance monitoring data and SB 341 draft reports, RSG can begin services on the scope as soon as authorized to proceed.

G. Details of any improvement or upgrades your firm has designed or implemented.

RSG has a systematic calendar matrix and SharePoint drives set-up for each project. This process is an upgrade and has made the data more secure and easier to collect.

IV. Demonstrated and Technical Experience

Please describe your company's:

A. Demonstrated record of success on work previously performed.

RSG is experienced and is successfully retained by over 15 cities to assist with affordable housing services. Since 2015, RSG has partnered with the City to structure, streamline, and implement procedures for their affordable housing compliance monitoring portfolio. Services included:

- Reviewing and summarizing each project's controlling agreement.
- Creating a manageable database that details project information and tracks compliance data, including inspection dates, annual compliance reporting, project contact information, and affordability requirements.
- Training property management staff on policies and procedures as it relates to compliance monitoring.

In addition to setting up the compliance structure, RSG assisted with compliance SB 341 coordination activities. Services included:

- Gathering financial records
- Analyzing the financials reporting data
- Setting up workbook and tables for the report

- Finalizing and submitting report to HCD

B. Specific method and techniques to be employed on the project or problem.

RSG would continue to implement Affordable Housing Compliance Monitoring Services to the City to ensure compliance pursuant to related Federal and State regulations. With the various funding sources all having somewhat different monitoring and reporting requirements, RSG's methodology and approach will include focusing on the areas summarized below.

LOW AND MODERATE- INCOME HOUSING FUND (LMIHF) REQUIREMENTS

Multifamily projects funded with LMIHF monies typically require project owners to qualify the gross household income of prospective tenants prior to lease execution and to re-certify on an annual basis thereafter. Tenant recertification may occur either on the lease anniversary date or on a scheduled periodic basis depending on the provisions under the regulatory agreements. The projects require property owners to submit an annual Certificate of Continuing Program Compliance and occupancy report to the City which may detail tenant household size, income, unit size, area median income, set-aside requirements, subsidy amounts (if applicable), utility allowance and tenant paid rent. The agreements provide the City with the ability to independently conduct an annual audit of tenant lease files if deemed necessary.

Our administrative and monitoring services include coordinating the submittal and analysis of the owners' annual compliance certificates, as well as conducting annual audits of tenant lease files, and providing annual reports of our findings to the City pursuant to legal requirements.

LOW INCOME HOUSING TAX CREDITS (LIHTC) AND HOUSING BOND FINANCING

Owners of properties recipient of LIHTC funding are required to obtain very specific, detailed income and asset documentation with use of certain forms prior to tenant move-in and again each year for recertification purposes. The Tax Credit Allocation Committee ("TCAC") independently conducts unit inspections at least every three years, adding applicable requirements under the DDA and regulatory agreements. The TCAC requirements are applicable directly to the property owner rather than the City and require property owners to correct deficiencies identified by TCAC within a specific time period.

Our housing staff will be available to conduct tenant file reviews for TCAC compliance, independent inspections to ensure the project in compliance with the most restrictive funding requirements.

HOME FUNDING

Projects funded with HOME funds, will require the owner to qualify the gross household income and all assets of prospective tenants prior to lease execution and annually (usually on the lease anniversary date) with income source verification every six years if an annual tenant self-certification method is used. On-site inspections to determine unit compliance with HUD's HQS property standards with the required frequency of every year for projects of 26 or more units.

RSG can continue to conduct annual audits of tenant lease files for the qualified units and annual unit inspection of the qualified units, as needed.

V. Work Plan:

Taking all circumstances, current conditions, and required preparations into consideration, describe in detail, your proposed work plan for delivering the services required by this RFP, including, but not limited to;

A. How you will schedule professional and staff to ensure milestones and deadlines are met?

RSG weekly meets with staff on the allocated hours for each task. Additionally, RSG uses a software (WorkflowMax) to track milestones of each task and updates the project matrix once a milestone has been reached. The timeline approach would be sync to the required benchmarks of the City. RSG would keep the City informed of such milestones and deadlines on a monthly basis. However, a per project general milestone would be as follows:

Compliance Monitoring Activity	Duration
Agreement Review (new projects only)	1 Week
Calendar Schedule of Project Monitoring	1 Week
Monitoring Notification (including response time)	4 Weeks
Draft Findings (files or physical inspection response time for corrections)	3 Weeks
Final Compliance Report	3 Weeks
Total Estimated Time	12 Weeks

SB 341 Activity	Duration
Data Request Notification	1 Week
Submitting data from City staff	3 Weeks
Financial Analysis and Review	2 Weeks
Draft Final Report and Submission	2 Weeks
Total Estimated Time	8 Weeks

B. Provide required response time to the urgent service requests.

RSG response time with items deemed urgent are less than 2-6 hours. If the request requires a longer period of action, RSG negotiates with the requestor an appropriate time that both parties agree to.

C. How you will make up for work-hours lost (and resulting backlog that may occur) due to various unforeseen situations that may prohibit work on a specific day.

RSG has multiple staff members trained on the City's affordable housing portfolio and have established relationships with property management staff as well as the City staff. If a staff member is unable to complete a certain task, RSG would pull resources and help from another staff member that can assist with any delay.

- D. Provide any other relevant information that you believe would benefit City for the requested services.

With RSG current services to the City of compliance monitoring and SB 341 annual reporting RSG is well positioned to continue services as an established trusted partner. In past years, RSG has provided affordable housing services, including eligibility review for homeownership units. This included a detail of loan processing for eligible households to determine the qualification requirements with the City's funding assistance. RSG has also assisted with residual receipt analysis for a few projects and determined if the City had any funds available to collect. Based on past and present services, RSG has the qualifications to continue the partnership with the City and can offer additional services if needed.

Submitted by:

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