



## REQUEST FOR PROPOSALS (RFP)

# Measure JJ Anti-Displacement Services

Date Released: Monday, July 28, 2025

Date Updated: August 8, 2025 (see underlines)

Deadline: August 18, 2025

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**CITY OF EAST PALO ALTO**  
**COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT**  
1960 Tate Street, East Palo Alto, CA 94303  
Email: [housing@cityofepa.org](mailto:housing@cityofepa.org) • Phone: (650) 853-3189

## I. OVERVIEW

The City of East Palo Alto requests proposals from qualified organization(s) or firm(s) to provide direct rental and financial assistance, legal services, and foreclosure prevention services for resident anti-displacement services. This Request for Proposals (RFP) is based in the City's desire to protect residents from displacement and homelessness, as well as to fulfill the intent of Measure JJ, a tax approved by the voters in November 2024, expected to generate \$1.45 million annually.

The City seeks by way of this RFP to obtain the listed services in a manner that maximizes the quality of services while also maximizing value. For this reason, there is no proposed budget. However, there is a not-to-exceed per service area. Proposers must be able to show that they can perform some or all of the services requested, and may itemize additional optional costs for services that go above and beyond the services requested. Such evidence includes, but is not limited to, the respondent's demonstrated competency and experience in delivering services of a similar scope and type and availability of the proposer's personnel resources.

These contracts will be multi-year contracts with the possibility of two 1-year extensions, based on need and satisfaction of service criteria.

Funding available for services are as follows:

1. **Rental and Financial Assistance:** approximately \$580,000 annually (minimum of \$500,000 annually toward direct rental and financial assistance and no more than 15% for administrative costs)
2. **Legal Services:** approximately \$350,000 annually (minimum of \$10,000 annually toward direct unlawful detainer rental assistance and no more than 15% for administrative costs)
3. **Foreclosure Prevention:** approximately \$200,000 annually (minimum of \$120,000 annually toward direct foreclosure prevention mortgage assistance and no more than 15% for administrative costs)

Respondents may apply for a portion of available funding in one or more service area(s). City Council will review recommended proposals and reserves the right to change budget amounts as they see fit, and choose all or portions of proposals that align with what the City is seeking. Annual funding allocations are subject to City Council approval and reevaluation.

## II. BACKGROUND

### About Measure JJ

On November 5, 2024, East Palo Alto voters approved Measure JJ, an amendment to the City's existing 2.5% tax on gross rental receipts, with the primary goal of supporting anti-displacement and affordable housing efforts. Allowable Measure JJ uses include: 1) at

least 30% for tenant rental assistance; 2) up to 20% for the City's administrative and overhead costs to manage the programs; and 3) the remaining revenue may, at the City Council's discretion, be used for affordable homeownership, affordable housing preservation, tenant support, and anti-displacement and homelessness prevention. Measure JJ also requires City Council to periodically review housing policy, housing programs, and related issues to determine how and to what extent the city should establish and fund such programs.

The projected annual revenue from Measure JJ in Fiscal Year 2025-2026 is approximately \$1,705,990. This estimate is based on the City's business license administrator's projections.

### **Previous Anti-Displacement Efforts**

In the past, the City provided up to \$599,984 in funding toward anti-displacement efforts, which resulted in the following outcomes:<sup>1</sup>

- 348 households assisted with legal representation and/or legal advice in unlawful detainer (eviction) cases, rent stabilization process, and other issues that threaten the stability of rental housing
- 80% of clients who received eviction prevention services remained in their homes
- 18 legal workshops were provided, with 249 attendees
- 267 clients' cases were managed
- 5,500 copies of housing resource guide were distributed
- 2 live Facebook workshops with 200+ viewers were provided
- 37 clients were supported with rent relief application assistance
- 14 families were empowered to be housing advocates
- 9 tenants rights workshops provided
- 29 tenant advisory meetings held
- 593 residents received tenant education
- 1 know-your-rights pamphlet and 1 housing resource guide created
- \$91,241 distributed in emergency rent, security deposit, and utility assistance to 49 households

### **Affordable Housing Strategy and City Council Priorities**

Three existing City policy documents inform the Council's allocation of Measure JJ Funds:

1. The 2024-2028 Affordable Housing Strategy (adopted February 6, 2024).<sup>2</sup> This plan reaffirms the City's commitment to rental relief and anti-displacement programs.

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<sup>1</sup> See April 1, 2025 Staff Report for more information about the previous Anti-Displacement contracts' outcomes, available at: <https://www.cityofepa.org/citycouncil/page/agenda-and-minutes>.

<sup>2</sup> February 6, 2024 City Council Meeting (item 9.4): <https://d3n9y02raazwpg.cloudfront.net/cityofepa/816f1e6a-9eb7-11ee-a93d-0050569183fa-39972565-ea93-428b-b9ca-2046ed62e07d-1706747421.pdf>

2. The 2023-2031 Housing Element (adopted March 19, 2024).<sup>3</sup> The Housing Element included a number of anti-displacement policies and programs including but not limited to a homebuyer support program (Policy 2.1), home repair program (Policy 4.7), foreclosure prevention (Policy 4.9), rental assistance (Policies 4.11 and 4.12), anti-eviction services (Policy 5.7), landlord/tenant mediation services (Policy 5.8), and housing preservation (Policy 9.4).
3. City Council Strategic Priorities for Fiscal Years 2025-2029 (adopted June 3, 2035).<sup>4</sup>

The goals set out in the 2024-2028 Affordable Housing Strategy support and implement parallel policies and programs to those in the 2023-2031 Housing Element. Below is an overview of key programs the City is seeking to fund through this RFP, and their expected impact with goals and costs over five years:

| <b>Housing Programs and Sources (Affordable Housing Strategy)</b> |                                                                                                                                                        |                              |                                                                                      |
|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------------------------------------------------------------------|
| <b>Program</b>                                                    | <b>Housing Element Policy/Program</b>                                                                                                                  | <b>5 Year Funding Amount</b> | <b><u>Minimum</u><br/>Expected Outcomes</b>                                          |
| Rental Assistance                                                 | -Policy 4.11: Fund direct emergency financial assistance or rent relief<br><br>-Policy 4.12: Assist with first/last month's rent and security deposits | \$500,000                    | Assist 150 households with rental support                                            |
| Tenant Stability Programs                                         | -Program 5.7: Fund legal services, financial assistance, case management, and tenant advocacy.                                                         | \$1,400,000                  | Annual grants to nonprofits for legal services, tenant outreach, and case management |
| Foreclosure Prevention                                            | -Policy 4.9: Evaluate establishing a foreclosure prevention and/or mortgage assistance program                                                         | \$114,000                    | Provide financial assistance to 3 homeowners                                         |

### III. SCOPE OF WORK

Organizations and firms responding to the City's RFP (Respondents) must submit their qualifications and a quote that thoroughly describes their experience, capacity, and ability to perform the services being sought by the City, listed below. Respondents may submit a proposal to be considered for providing one or more service area(s), which will be

<sup>3</sup> March 19, 2024 City Council Meeting (item 8.1): <https://d3n9y02raazwpg.cloudfront.net/cityofepa/16abdc1d-c609-11ee-8fe8-0050569183fa-3408cd31-ecd7-4429-9d91-65986d552499-1710432004.pdf>

<sup>4</sup> June 3, 2025 City Council Meeting (item 9.2): <https://d3n9y02raazwpg.cloudfront.net/cityofepa/88de242d-ddcb-11ef-a9e2-005056a89546-3408cd31-ecd7-4429-9d91-65986d552499-1748993791.pdf>.

ranked/rated.

Respondents should highlight how they will **target outreach** to residents who may benefit from the services, how they will **reduce barriers** to accessing the services (including translation and interpretation services, among other things), and how they will **rapidly respond** to intakes and requests for services. Respondents may show how they are able to partner with other organizations and leverage outside funding to expand their services.

The City encourages Respondents to submit compelling proposals outlining proven methods and activities that could work in East Palo Alto.

### **Service Areas**

The City is inviting Respondents to submit a proposal outlining the organization's or firm's qualifications and a service delivery plan for one or more of the following service areas:

#### **1) Direct Rental and Financial Assistance**

The City is looking for selected organization(s) or firm(s) with experience in providing subsidies for residents who are experiencing housing insecurity. The selected organization(s) or firm(s) would work with City staff to develop and administer a rent relief program with funds available from the City or other sources. Examples of direct rental and financial assistance include:

- Rent or utility payments;
- First month, last month, and deposit/rental assistance;
- Short-term rental subsidies;
- Homelessness prevention subsidies;
- Moving or relocation assistance;
- Furniture assistance for new move-ins; and
- Shadow debt payment.

#### **2) Legal Services (Eviction Defense and Other Support)**

The City is looking for selected organization(s) or firm(s) to provide legal services for residents facing eviction or other related hardships. Services may include activities such as:

- Housing intakes and legal representation;
- Legal intervention or mediation between landlords and tenants;
- Legal advice;
- Unlawful detainer rental assistance or financial assistance related to anti-displacement legal services;
- Creation of know-your rights materials, presentations and legal workshops with information about tenants' rights and most recent state or local laws; and
- Interceding with the legal system to deal with appropriate expungement of criminal records that may impede an individual's ability to secure a residence or job.

### 3) Foreclosure Prevention

The City is looking for selected organization(s) or firm(s) to provide legal services, direct subsidy, counseling, and/or mortgage relief for residents facing foreclosure. Services may include activities such as:

- Housing intakes and case management;
- Mortgage assistance to prevent foreclosure;
- Legal assistance to avoid foreclosure;
- Counseling services to facilitate communication with lenders;  
Creation of educational materials, presentations, and workshops with information about homeowners' rights and how to prevent foreclosure.

## IV. KEY ITEMS TO ADDRESS IN RESPONSE

The City desires to contract with organization(s) or firm(s) with the necessary expertise to provide the services described in at least one service area.

Key components of the proposal should include:

### 1) Detailed Cover Letter

A cover letter describing the service area(s) for which the organization or firm is submitting a proposal(s). The cover letter shall include a declarative statement that the Respondent has reviewed all aspects of the City's Contractor and Professional Services Agreement, including the City's insurance requirements, and agrees with these documents. If the Respondent has concerns about the City's standard forms, those concerns shall be identified in the cover letter.

### 2) Experience and Expertise

A narrative describing the experience and expertise for the service area(s) for which the Respondent wants to be considered. Specific examples of projects providing the kind of services described in the service area above should be provided, in addition to an overview of the organization's performance in providing these services (performance metrics may include number of people served, number of people reached, and other quantitative or qualitative metrics).

Describe experience working with underserved, minority, and immigrant communities and provide examples of successful outcomes in outreach and education campaigns or programs. Describe any familiarity or experience working in East Palo Alto or in partnership with any organizations currently serving East Palo Alto residents.

To be considered in more than one service area, the Respondent should submit a separate narrative for each service area of interest, clearly delineated. Provide three references for each service area for which the Respondent is applying. Repeat references are allowed, so long as the reference can speak to the Respondent's experience in each service area.

### **3) Description of Services and Detailed Staffing Plan**

Describe the specific activities for each service area(s) and how the Respondent plans to deliver the proposed services. Items to address include the following:

- Staffing and other resources to be allocated to deliver the activities and services. This includes personnel assigned to each activity, and the total weekly hours estimated for each activity; and
- The expected outcomes for the delivery of services; quantify where applicable (e.g., estimated number of clients served, training workshops, or other service products).
- The Respondent's policies and procedures, including step-by-step guides for how staff will review, accept and process clients (e.g. processing timelines, required documents for approval, etc.)

Further, Respondent shall provide resumés for key personnel who would be assigned to the performance of the contract.

Respondent may list any additional relevant services (on a time-and-material basis) that Respondent could provide if desired by the City that are related to the service area of interest.

### **4) Cost Structure**

Submit an itemized time and materials budget to accomplish the service delivery plan. The budget should include a detailed schedule of hourly rates for all staff positions that would be assigned to the proposed tasks, the amount of volunteer stipends that would be provided, if any, and the estimated material and other incidental costs, if any. Any additional proposed costs also should be described in this section. To be considered for more than one service area, the Respondent should submit a separate and clearly delineated cost structure for each service area.

Once the City has selected a contractor for each service area, staff and the selected Respondent(s) will work together to finalize the appropriate scope of work and budget subject to City Council's approval.

The rate schedule should include at minimum the following:

#### **1) Direct Rental and Financial Assistance**

- a. Cost per workshop or outreach activity
- b. Cost for distribution of informational materials, including print and digital, and in multiple languages
- c. Administrative fee per direct rental or financial assistance provided

#### **2) Legal Services**

- a. Cost per legal workshop or outreach activity
- b. Cost for distribution of know-your-rights materials, including print and digital, and in multiple languages
- c. Cost for legal representation
- d. Administrative fee per direct unlawful detainer rental assistance provided

### 3) **Foreclosure Prevention**

- a. Cost per workshop or outreach activity
- b. Cost for distribution of educational materials, including print and digital, and in multiple languages
- c. Cost for legal representation to avoid foreclosure;
- d. Cost for counseling services, case management, and communication with lenders;
- e. Administrative Fee per mortgage assistance to prevent foreclosure

### 5) **Outcomes and Evaluation**

Identify program targets and performance measures and method for tracking and reporting on these measures (performance metrics may include number of people served, number of people reached, and other quantitative or qualitative metrics). Describe any additional measurements, metrics, deliverables, or assessments that will demonstrate the impact of services rendered. For each service area, the organization shall provide quarterly reports and a final report at the end of the contract period that describes the results and outcomes for evaluating the success of the delivery plan.

## V. **SELECTION CRITERIA**

A selection committee will review and rank all the proposals received. The top-ranked Respondents may be asked to participate in an in-person or virtual interview. The selection committee will make a recommendation through the City Manager to the City Council for final decision.

Though it is conceivable that one organization may be able to perform all services desired, it is possible that proposers will have areas of expertise better suited to one of the services listed in Section III. As such, the City reserves the right to offer a contract to an organization to deliver services for only a part of the service areas included in its proposal. The City may select more than one consultant in each service area to meet its needs.

The successful organization will be selected on the basis of professional qualifications and demonstrated competence. The following will be considered during evaluation of proposals:

1. Experience, qualifications, performance and availability of proposed project manager
2. Proposed project approach and use of best management practices
3. Budget
4. Ability to meet reporting requirements
5. Review of references
6. Agreement to enter into the Sample Agreement for Services contract or a list of proposed changes for City review

Proposals will be evaluated solely based on the Respondent's ability and capacity to perform the work outlined in the RFP, in the areas detailed in the table below.

| <b>Evaluation Rubric</b>        |                                                                                                                                                                                                                                                                                                                                                                  |                        |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <b>Evaluation Areas</b>         | <b>Description</b>                                                                                                                                                                                                                                                                                                                                               | <b>Possible Points</b> |
| Minimum Threshold Requirement   | Respondents are expected to demonstrate capacity through added staff positions or dedicated staff time to implement the activities. Funding must be utilized to enhance the services provided.                                                                                                                                                                   | Pass/Fail              |
| Experience                      | Respondents shall demonstrate experience providing the services outlined in the RFP for public agencies, within a specific service area, with successful results. For example, if a Respondent applies for the Service Area for providing Direct Rental and Financial Assistance, that organization must have demonstrated experience managing similar programs. | 40                     |
| Capacity to Perform             | Respondents shall demonstrate the capacity to provide the services described in the RFP and to respond to the public, the City, and other stakeholders in a timely manner. Defined expectations for timeliness of service delivery and stakeholder communication should be outlined in the submittal.                                                            | 30                     |
| Familiarity with East Palo Alto | Respondents will be scored based on knowledge and experience working in the City of East Palo Alto and/or with community groups that currently service residents in the City.                                                                                                                                                                                    | 20                     |
| Extra Credit Points             | Local organizations (from the City of East Palo Alto) will receive bonus points.                                                                                                                                                                                                                                                                                 | 10                     |

## VI. SUBMITTAL AND REVIEW PROCESS

| Event                                                                     | Date                                       |
|---------------------------------------------------------------------------|--------------------------------------------|
| Release of <u>RFP</u>                                                     | Monday, July 28, 2025                      |
| Deadline to Submit <u>RFP</u> Questions                                   | Monday, August 4, 2025                     |
| Written Response to <u>RFP</u> Questions                                  | Friday, August 8, 2025                     |
| RFP Submittal Due Date                                                    | Monday, Aug 18, 2025 @ 12:01pm (noon)      |
| City's Internal Evaluation of <u>Proposals</u>                            | Week of Aug 18, 2025                       |
| Potential Interviews of Respondents                                       | August 22, 2025 or Week of August 25, 2025 |
| <u>Notice of Preliminary Recommendation</u>                               | Week of September 1, 2025                  |
| City Council Consideration of Selected Contractors and Budget Allocation* | October 21, 2025                           |
| <u>Notice of City Council Decision</u>                                    | <u>Week of October 21, 2025</u>            |
| Execution of Contracts                                                    | Anticipated between 30-60 days             |
| Start of Contract                                                         | Anticipated January 1, 2026                |

1. **Number of copies.** One pdf file of the proposal is required.
2. **Maximum Page Count.** The proposal(s) should have a maximum page count of ten (10) per service area proposal, excluding resumés.
3. **Deadline.** **Proposals must be submitted before 12:01 PM on Monday, August 18, 2025.** Only email submittals will be accepted. The date stamp on the email will reflect the time the submittal is received by the City of East Palo Alto. Respondents will receive prompt confirmation of receipt of the proposal.
4. **Send Submittals.** **One (1) e-mail copy of the RFP Response shall be sent electronically to [housing@cityofepa.org](mailto:housing@cityofepa.org).** The subject of the email shall be: "RFP for East Palo Alto's Measure JJ Anti-Displacement Services." Submission of a proposal indicates acceptance by the organization of the conditions contained in this RFP unless clearly and specifically noted in the proposal submitted and confirmed in the contract between the City of East Palo Alto and the consultant selected.
5. **Questions.** **Questions are due by Monday, August 4, 2025.** Direct all questions regarding the RFP in writing via email to [housing@cityofepa.org](mailto:housing@cityofepa.org). The City will publish an addendum to the RFP no later than Friday, August 8, 2025, with responses to questions submitted prior to the deadline.

6. **Interviews.** 30-minute interviews will be conducted on Friday, August 22, 2025 or later. Please indicate in a cover letter the potential time slot(s) you are available: 10-11am, 11-12pm, 1-2pm, 2-3pm.
7. **Changes.** If changes to the RFP are warranted, they will be made in writing, clearly marked as addenda to the RFP, and posted to the website at <https://www.cityofepa.org/rfps>. It is the responsibility of each proposer to check the website for changes and/or clarifications to the RFP prior to submitting a response, and a proposer's failure to do so will not provide a ground for protest.

## VII. ADDITIONAL DISCLOSURES AND REQUIREMENTS

### 1. CONTRACTOR AND PROFESSIONAL SERVICE AGREEMENT

All services shall be provided in accordance with the City's **Standard Consulting Services Agreement (see Attachment A)**. Prospective contractors shall be familiar with, and willing to execute, all terms contained in the Agreement before submitting a proposal. If the Respondent has concerns about the City's standard forms, those concerns shall be identified in the response cover letter.

### 2. INSURANCE REQUIREMENTS

The City will enter into multi-year agreements with consultants selected for each service area. Prior to entering into an agreement with the City, Respondent must provide evidence demonstrating compliance with the City's insurance requirements (**See Exhibit C to the Standard Agreement, and Sample COI, Attachment B**).

### 3. DISCRETION AND LIABILITY WAIVER

The City reserves the right to reject all proposals or to request and to obtain, from one or more of the Respondents, supplementary information as may be necessary for City staff to analyze the submissions. The City may require Respondents to participate in additional rounds of more refined submittals before the final selection is made. The City may negotiate with one or more Respondents and may contract with one or more Respondents as the City deems appropriate.

The City reserves to solicit additional proposals at any point should it fail to negotiate a reasonable fee with the initially selected Respondent(s), or should that Respondent fail to execute the City's agreement. The City may alter the selection process in any lawful way, postpone the selection process for its own convenience at any time, and waive any non-substantive defects in this RFP or the proposals.

4. **DISCLOSURE OF RESPONSES**

All responses to this RFP accepted by the City of East Palo Alto shall become the exclusive property of the City. If disclosure is required or permitted under the California Public Records Act or otherwise by law, the City shall not in any way be liable or responsible for the disclosure of any such records or part thereof.

5. **CITY COUNCIL CONSIDERATION**

A committee will review and evaluate any timely submitted proposals and will recommend proposal(s) for award to the City Council on October 21, 2025 or later.