REQUEST FOR QUALIFICATIONS (RFQ) AND CONCEPT PROPOSALS

Affordable Housing and No Place Like Home (NPLH) Permanent Supportive Housing Project for Homeless and Mentally Ill Older Adults

DATE ISSUED: December 13, 2019
DATE DUE: February 22, 2020
### RFQ TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>SECTION</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.0 General Information</strong></td>
<td></td>
</tr>
<tr>
<td>1.1 Introduction/Purpose of RFQ</td>
<td>1</td>
</tr>
<tr>
<td>1.2 VCBH Background</td>
<td>1</td>
</tr>
<tr>
<td>1.3 Clientele and Target Population Background</td>
<td>2</td>
</tr>
<tr>
<td>1.4 Overview of So. Lewis Road Property</td>
<td>3</td>
</tr>
<tr>
<td>1.5 General Requirements/Scope of Work</td>
<td>3</td>
</tr>
<tr>
<td>1.6 Respondent Eligibility and Qualifications</td>
<td>4</td>
</tr>
<tr>
<td>1.7 Timeline</td>
<td>5</td>
</tr>
<tr>
<td>1.8 Intent to Bid/Registration</td>
<td>6</td>
</tr>
<tr>
<td>1.9 Questions about the RFQ</td>
<td>6</td>
</tr>
<tr>
<td>1.10 Respondent Bonfire Support</td>
<td>6</td>
</tr>
<tr>
<td>1.11 Instructions for Respondents</td>
<td>6</td>
</tr>
<tr>
<td>1.12 Proposal Review and Evaluation</td>
<td>9</td>
</tr>
<tr>
<td>1.13 Presentations</td>
<td>10</td>
</tr>
<tr>
<td>1.14 Additional Information</td>
<td>10</td>
</tr>
<tr>
<td>1.15 Protest Procedures</td>
<td>10</td>
</tr>
<tr>
<td><strong>2.0 Attachments</strong></td>
<td>11</td>
</tr>
<tr>
<td>Attachment A – 1732 So. Lewis Rd. Property Map</td>
<td>12</td>
</tr>
<tr>
<td>Attachment B – References</td>
<td>13</td>
</tr>
<tr>
<td>Attachment C – HCD’s Universal Application &amp; Cash Flow Analysis</td>
<td>14</td>
</tr>
</tbody>
</table>
1.1 Introduction/Purpose of RFQ

Ventura County Behavioral Health (VCBH), a division of the County of Ventura, is soliciting qualifications and concept proposals from experienced and qualified developers of affordable and permanent supportive housing (PSH) projects (hereinafter referred to as “Respondent”). VCBH is seeking to identify a potential development sponsor for No Place Like Home (NPLH) funding through the California Department of Housing and Community Development (HCD) for a very specific project and property. The selected applicant will be responsible for conducting a feasibility study and possibly partnering with VCBH to apply for Round 3 and/or 4 NPLH funding expected to be announced by HCD in September 2020. VCBH welcomes qualifications and concept proposals from all qualified developers for the County-owned property located at 1732 So. Lewis Rd. in unincorporated Ventura County just outside of the Camarillo city limits (APN 234-0-050-340) (hereinafter referred to as the “Property”).

The NPLH Program institutes the edicts set forth in AB 1618 (Chapter 43, Statutes of 2016), as amended by AB 1628 (Chapter 322, Statutes of 2016, effective September 2016), and the 2018 NPLH Act (AB 1827, Assembly Bill Budget Committee). The NPLH program provides deferred payment loans to California counties applying independently and/or with a Development Sponsor for the development of multi-family rental projects with five (5) or more units of Permanent Supportive Housing (PSH) for persons with a serious mental illness who are Homeless, Chronically Homeless or At-Risk of Chronic Homelessness. NPLH funds may be used to acquire, design, construct, rehabilitate or preserve PSH. NPLH proposed projects may also include a Capitalized Operating Subsidy Reserve (COSR).

1.2 VCBH Background

VCBH is the eligible applicant and lead agency for the voter approved NPLH initiative that is administered by HCD. VCBH partners with development sponsors to build and manage PSH units utilizing NPLH funding allocations throughout the County.

As a public agency, VCBH is responsible for assisting many of the County’s most vulnerable residents. VCBH provides leadership, coordination, and oversight of prevention, early intervention, PSH, treatment, and recovery support services for the following populations:

- Transitional Aged Youth (TAY) ages 16 to 25;
- Adults ages 18 to 59;
- Older Adults who have a serious and persistent mental illness;
- Children and adolescents who have a severe emotional disturbance and behavioral problems;
- Individuals in acute psychiatric crisis;
VCBH          No Place Like Home RFQ / Concept Proposals
SECTION 1.0 - GENERAL INFORMATION

- Individuals who have Medi-Cal, private insurance, no insurance, or who are underinsured.

VCBH is committed to providing comprehensive mental health supportive services and ensuring that a full continuum of care is available for our clients. VCBH provides mental health services through county operated outpatient clinics, regionally based county service teams, and various contract providers. VCBH strives to ensure that the mental health services that are provided to our clients are consumer driven, integrated, recovery oriented, and culturally competent. VCBH is the lead agency providing project specific supportive services to all NPLH tenants countywide.

1.3 Target NPLH Population

California’s older adult population is growing rapidly – and so is the number of seniors living in poverty. Older adults living in poverty confront many threats to their wellbeing, including homelessness, often because they have simply outlived their resources. Many older homeless persons are entitled to Social Security benefits, however, these benefits increasingly fail to cover the cost of housing, especially in Ventura County. A person receiving Supplemental Security Income (SSI) cannot afford housing at the Fair Market Rate (FMR) anywhere in the country. The National Low Income Housing Coalition considers housing affordable if it costs no more than 30% of a person’s income. In Ventura County, the SSI benefit is about $1,000 and the FMR for a one-bedroom apartment is $1750. Moreover, some homeless persons are unaware of their own eligibility for public assistance programs and face difficulties applying for and receiving benefits. Elderly homeless persons in particular often need help navigating the complex application process.

Statewide, the NPLH target populations for NPLH are adults or older adults with a Serious Mental Disorder or Seriously Emotionally Disturbed Children or Adolescents who are Homeless, Chronically Homeless, or At-Risk of Chronic Homelessness. This includes persons with co-occurring mental and physical disabilities or co-occurring mental and substance use disorders. Ventura County currently has a total estimated population of 879,741. The 2019 median household income is $92,061, however, 34% of residents in the County receive some level of public benefit and more than 10% are living at or below the federally determined poverty line. Seniors (65+) and disabled residents in Ventura County make up approximately 34% of the total population and the percent of this specialized target population living in poverty is higher than the general population at nearly 13%.

The County intends to restrict the age of residents eligible for this project to at least 55+.

In addition to age, homeless status, and mental health diagnosis, eligibility for NPLH further requires that residents are extremely low income at 30% of the Area Median Income (AMI) as follows:
SECTION 1.0 - GENERAL INFORMATION

### Household Size vs. 30% AMI

<table>
<thead>
<tr>
<th>Household Size</th>
<th>30% AMI</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$22,000</td>
</tr>
<tr>
<td>2</td>
<td>$25,150</td>
</tr>
<tr>
<td>3</td>
<td>$28,300</td>
</tr>
<tr>
<td>4</td>
<td>$31,400</td>
</tr>
<tr>
<td>5</td>
<td>$33,950</td>
</tr>
<tr>
<td>6</td>
<td>$36,450</td>
</tr>
</tbody>
</table>

The most up-to-date NPLH Program Guidelines can be found on the HCD website: [http://www.hcd.ca.gov/grants-funding/active-funding/nplh.shtml#guidelines](http://www.hcd.ca.gov/grants-funding/active-funding/nplh.shtml#guidelines)

#### 1.4 Overview of the Property

VCBH welcomes concept proposals from all qualified and experienced developers for the Property located at 1732 So. Lewis Rd. Current uses on the Property include Casa Pacifica Children’s Home, RAIN Project, Villa Calleguas PSH, Growing Works Garden and the Casas campus of long and short-term residential treatment centers. The area being considered for development under this RFQ is an undeveloped parcel approximately 3-4 acres in size zoned Residential Planned Development (RPD) with frontage along So. Lewis Rd. The Property is not subject to the Subdivision Map Act and the current RPD zoning allows for 30 units per acre with a density bonus of 35% for 100% affordable housing projects. While there is great potential to build PSH, development on the Property may be challenging due to limited water supply and aging sewer facilities. The location of the Property next to existing residences of vulnerable populations also creates limits on the number of possible units and will require some consideration including a community engagement and stakeholder outreach campaign. There is a maximum of four (4) waivers allowed for this parcel. All zoning restrictions on the Property to be verified by selected Respondent.

#### 1.5 General Requirements/Scope of Work

**Concept Project Proposal** - Respondent will submit a conceptual project description that is aligned with the NPLH program guidelines: [http://www.hcd.ca.gov/grants-funding/active-funding/nplh.shtml#guidelines](http://www.hcd.ca.gov/grants-funding/active-funding/nplh.shtml#guidelines).

All respondents must contact VCBH to arrange a site visit to the Property. **Any potential applicant that visits the Property without VCBH approval may be disqualified.**

Respondent will describe total number of affordable units proposed, number of NPLH units proposed, how the NPLH units will be integrated into the community, description of community areas, accessibility and parking, coordination with Housing First practices and Coordinated Entry System (CES) and a detailed description of an outreach plan to engage and inform neighbors and stakeholders. Respondent will model their concept proposals after the HCD Universal Application to the extent possible, including a mock supportive services plan and property management plan. Respondent will describe any unique features of the project, including maximization of views, green building initiatives,
solar panels, preservation of significant feature, etcetera. Respondent will document available water capacity from Camrosa Water District and describe proposed water usage in gallons per day and water conservation efforts for the project. Respondent will research and present all development challenges.

Respondent will describe efforts to work closely with the County of Ventura, Camrosa Water District, VCBH and others to conduct a development feasibility study of the Property including preparation of all documents for analysis by the County of Ventura’s Resource Management Agency’s (RMA) development review committee. The cost of the feasibility study will be the responsibility of the selected applicant and may be included in the development budget.

Respondent will describe efforts to coordinate all phases of development of the Property in preparation to apply for Round 3 and/or 4 of NPLH competitive funding expected to be announced by HCD in September 2020. The selected applicant will ultimately assume responsibility for all aspects of the development, including Property operations and maintenance in accordance with all applicable local, state and federal laws and all applicable financing regulations.

1.6 Respondent Eligibility and Qualifications

To be deemed eligible and qualified to submit a proposal, Respondent must demonstrate that they meet the minimum requirements by the deadline by providing the following information:

- Respondent’s Mission
- Organizational Experience and Capacity
- Legal Status of Respondent
- Overview of Development Team Including Project Point of Contact
- References for similar PSH projects undertaken by your organization within the last 10 years.

A Respondent that does not demonstrate that they meet these minimum requirements will be considered non-responsive and will not be eligible for evaluation and consideration for award of the contract.

VCBH requires that all potential contract entities self-disclose any pending charges or convictions against them or any individual with their organization for violations of criminal law, any sanctions, and any disciplinary actions by any federal or state law enforcement agency, regulatory agency, or licensing agency (including exclusion from Medicare and Medicaid programs).

If a contractor and/or individual within the contractor’s organization become an ineligible person after VCBH has executed a contract with the entity/individual, the contractor/individual shall be removed from any responsibility and involvement with the VCBH contracted obligations that are related to federal or state health care programs/funding.
Terms and Conditions
All responses to this RFQ will become the exclusive property of the County. Furthermore, this RFQ does not commit the County to move forward with the proposed conceptual development or pay any costs incurred in the preparation of proposals. The County reserves the right to modify, suspend, or terminate at its sole discretion any and all aspects of the RFQ process, to obtain additional information from any and all potential Applicants and to waive any defects as to form or content of the RFQ or any response.

The County reserves the sole right to evaluate each response and to accept or reject any and all proposals received as a result of this RFP process.

California Public Records Act – All proposals accepted by the County shall become a matter of public record and shall be regarded as public, except for those elements of each proposal which are defined by the Applicant as business or trade secrets and are plainly marked as “Confidential” or “proprietary.” Each element of a proposal that an Applicant desires not to be considered a public record must be clearly marked as set forth above, and any blanket statements (i.e. regarding entire pages, documents or other non-specific designations) shall not be sufficient and shall not bind the County in any way whatsoever. If disclosure is required or permitted under the California Public Records Act or otherwise by law, the County of Ventura shall not in any way be liable or responsible for the disclosure of any such records or part thereof.

California Secretary of State Business Entities Search
Business entities registered with the California Secretary of State as a corporation, limited liability company, or limited partnership must have an active status designation on the California Secretary of State Business Entities Search website. VCBH will not review a proposal submitted from an entity that has any other status designation. VCBH plans to use the following link to verify a business entity’s status: https://businesssearch.sos.ca.gov/. Each respondent should verify their status designation prior to submitting a proposal of their qualifications. If a respondent’s status requires correction, this correction must be made prior to the submittal of their proposal of qualifications.

1.7 Timeline
The RFQ schedule is provided below (this schedule is subject to change):

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>VCBH to issue RFQ</td>
<td>December 13, 2019</td>
</tr>
<tr>
<td>Respondent Registration in Bonfire</td>
<td>January 17, 2020</td>
</tr>
<tr>
<td>Respondent Questions Due to VCBH</td>
<td>January 24, 2020</td>
</tr>
<tr>
<td>Question Responses Posted/Distributed</td>
<td>February 5, 2020</td>
</tr>
<tr>
<td>Responses to RFQ Due by 4 p.m.</td>
<td>February 21, 2020</td>
</tr>
<tr>
<td>Proposals Review Period</td>
<td>February 24 – March 31, 2020</td>
</tr>
<tr>
<td>Application Selection Notification</td>
<td>March 16, 2020</td>
</tr>
</tbody>
</table>
SECTION 1.0 - GENERAL INFORMATION

1.8 Intent to Bid/Registration
Each respondent is responsible for indicating their intent to bid by January 17, 2020 through the Ventura County online Bonfire system at https://ventura.bonfirehub.com/opportunities/21932. To be able to submit a proposal, your organization must indicate its intent to bid. Any RFQ addenda, Questions and Answers, or updated information will be made available through the online Bonfire system.

1.9 Questions about the RFQ
All questions related to this RFQ may be directed to the assigned VCBH Contracts Administrator, Maryza Seal, through the Message section of the online Bonfire system at https://ventura.bonfirehub.com/opportunities/21932, by January 24, 2020. No additional questions will be accepted after this deadline. The VCBH Contracts Administrator facilitating this RFQ is the only individual authorized to answer questions related to this RFP. The questions and answers will be distributed through the online Bonfire system to all registered respondents.

1.10 Respondent Bonfire Support
Any technical questions or issues related to the use of the Bonfire system may be sent to support@gobonfire.com.

1.11 Instructions for Respondents

a. Submittal Deadline
Responses to this RFQ should be submitted online through the Bonfire system (https://ventura.bonfirehub.com/opportunities/21932) no later than 4:00 p.m.* on February 21, 2020.

Bidders can submit more than one proposal with different methods of meeting the RFP requirements. If a bidder submits more than one proposal, one proposal must be marked “Base Proposal” and the others shall be marked “Alternate Proposal 1”, “Alternate Proposal 2”, etc. Each base proposal and alternate proposal shall be submitted in accordance with the terms and conditions of this RFP.

Bidders are responsible for making certain their proposals are received on or before the proposal submittal deadline. The receiving time in the Bonfire System will be the governing time for acceptability of proposals—no late submittals will be allowed.

b. Response Format and Content
To be considered responsive, responses should address all items identified in this RFQ. Responses should be prepared in such a way as to provide a straightforward and concise discussion of the bidder’s ability to provide the services described in this RFQ and meet the needs of VCBH.

Please note that some RFQ questions require the respondent to provide a detailed
response and/or attachments. Failure to provide a complete response may be grounds for the rejection of a response. Emphasis should be concentrated on conformance to the RFQ instructions, responsiveness to the RFQ requirements, and on completeness/clarity of content.

In order to facilitate the evaluation and comparison of all submitted responses, Respondent proposals should be submitted in the format described in this RFQ. Specifically, Respondents should present their proposals in the order described below (each section and all attachments should be clearly labeled). Format instructions must be adhered to; all RFQ requirements and requests for information in the proposal must be responded to; all requested data must be supplied. Failure to comply with this requirement may be cause for rejection.

Please respond to this RFQ solicitation on 8 1/2” X 11” paper using either Times New Roman or Arial font and no smaller than 12-point font size. Margins should be one inch all around. All pages must be numbered. Single or double spacing is acceptable.

Please ensure that your response has the following information and structure:

1. **Cover Letter/Signature on Response (Limited to 1 page)**

   Respondent’s must provide a cover letter on company letterhead that is signed by the individual(s) who is/are authorized to bind the respondent contractually. The signature(s) must indicate the classification or position that the individual(s) hold in the respondent’s organization.

   The cover letter shall designate a person or persons who may be contacted during the period of evaluation with program/fiscal/contract questions or issues. Include the contact name(s), type of questions/issues they can respond to, title, address, telephone number, fax number, and email address.

2. **Company Profile/Experience (Limited to 6 pages of text)**

   Provide a company profile. The profile must include the following information:

   i. Company name, address, and telephone number. Please ensure that you provide your company’s legal entity name.

   ii. Company ownership. If incorporated, the state in which the company is incorporated and date of incorporation.

   iii. Governing Body Resolution. Please provide a listing of your board members and a resolution approving your concept proposal submittal.

   iv. Location of the company offices.

   v. Number of company employees both locally and nationally.

   vi. Location(s) from which employees will be assigned to the Project
vii. Company background/history. Describe company experience, qualifications, and length of time developing and operating PSH projects. Development sponsors must have a minimum of 10 years of experience developing and managing affordable PSH projects. Respondents are to provide an explanation of why they are qualified to partner with the County to develop the Property. Respondents shall describe similar projects completed including the number of staff, location of projects, other partners and dates of completion. Please include a description of experience working with County departments, including utilizing Housing First and CES to qualify tenants.

viii. The Respondent must also include a complete disclosure of any alleged significant prior or ongoing contract failures. Disclosure of any alleged significant prior or ongoing plan of correction and contract failures, any past or pending civil or criminal litigation or investigations which involve the respondent or which the respondent has been found guilty or liable. VCBH also requires that all potential contract entities self-disclose any pending investigations, charges or convictions against them or any individual with their organization for violations of criminal law, any sanctions, and any disciplinary actions by any federal or state law enforcement agency, regulatory agency, or licensing agency (including investigations to exclude or exclusions from Medi-Cal, Medicare, and Medicaid programs). Failure to fully comply with this provision may disqualify a respondent.

3. References (Limited to 1 page - Use Attachment B)

Respondents must provide a minimum of three (3) references from similar projects developed within the last ten years. Information provided shall include the following:

   i. Organization name
   ii. Project manager/reference contact name and telephone number
   iii. Project description
   iv. Project completion date
   v. Size of project
   vi. Description of target population
   vii. Sources of funding for project

4. Proposed Project Description

Respondent should utilize HCD’s Universal Application (http://www.hcd.ca.gov/grants-funding/active-funding/nplh.shtml#funding) to present the conceptual project. VCBH recognizes the challenges in presenting an accurate application for a conceptual project and is requesting that the Universal Application form be completed to the best of Respondent’s ability.
5. **Conceptual Project Application (Attachment C)**

Respondent will submit an HCD Cash Flow Analysis along with the Universal Application listed in #4 above for the Concept Project budget. The template can be found in Attachment C or on the HCD NPLH program website: [http://www.hcd.ca.gov/grants-funding/active-funding/nplh.shtml](http://www.hcd.ca.gov/grants-funding/active-funding/nplh.shtml).

6. **Community Outreach Plan (Limited to 4 pages)**

The Property is located on land that is home to other vulnerable populations and, as a result, any housing project developed on the Property will require a significant outreach plan targeting neighbors and stakeholders. Please include a description of how the organization will manage challenges that may arise from the discovery of limitations on the property. The respondent will submit an outreach plan that includes the following information:

   i. Target population
   ii. Description of stakeholder outreach events and community forums, including frequency and location of events
   iii. Plan to address challenges with stakeholders and community members and how to work through those challenges.

11.2 **Review and Evaluation of Qualifications and Concept Projects**

VCBH will be the sole judge in choosing the Respondent who will proceed to the feasibility study and subsequent formal project application. Respondents that proceed to the formal application stage will do so after consideration of all evaluation criteria set forth herein. The criteria are not listed in any order of preference. VCBH will establish an Evaluation Committee that will be responsible for evaluating all responses to the RFQ received. VCBH reserves the right to establish evaluative weight factors that will be applied to the criteria and will make an award in the best interests of VCBH and the County.

The County reserves the right to reject any or all responses. VCBH reserves the right to reject any response based upon the respondent’s: (1) non-compliance with the eligibility or qualifications requirements in this RFQ, (2) non-compliance with RFQ requirements, and (3) prior history with the County or with any other party based on their prior unsatisfactory performance, criminal, adversarial or contentious behavior, significant failure(s) to meet contract milestones, or other significant contractual failures.

1. **Validation**

Responses will be checked for the information required to conform with this RFQ. Absence of required information may be cause for rejection.

2. **Evaluation Criteria**

Respondents will provide the information requested on all elements of the RFQ for a total
score of 100. Responses shall be evaluated in accordance with the following criteria:

a. **Experience Developing & Operating PSH Projects – 20 points**
The Respondent’s background, experience, and organizational stability will be assessed. The evaluation will focus on the Respondent’s record of successful development and operation of PSH and affordable housing projects of comparable size and environment to the Property. References will be contacted and their responses will become a part of the review process.

b. **Conceptual Project Proposal – 20 points**
Proposals will be evaluated on the following: general quality and responsiveness to the terms, conditions, and time of performance, completeness and thoroughness, grasp of the work to be performed, approach to be used, and ability to meet the requirements/specifications outlined in this RFQ.

c. **Conceptual Project Budget – 20 points**
Project budgets will be evaluated on their compliance with NPLH Guidelines [http://www.hcd.ca.gov/grants-funding/active-funding/nplh.shtml#guidelines](http://www.hcd.ca.gov/grants-funding/active-funding/nplh.shtml#guidelines)

d. **Development Team Qualifications – 20 points**
The development team qualifications will be evaluated on their ability to meet/provide the best quality development in compliance with program guidelines, local, state and federal laws and financing regulations.

e. **Community Outreach Plan – 20 points**
The Property is located adjacent to other vulnerable populations. Respondents shall describe the outreach and engagement plan to work with neighbors on the Property to educate about potential development and to ensure smooth integration of the project into the neighborhood.

1.13 **Presentations**
Respondents may be invited to make presentations to VCBH, if needed.

1.14 **Additional Information**
If during the evaluation process, VCBH is unable to determine a respondent's ability to perform, VCBH has the option of requesting any additional information that VCBH deems necessary to determine the respondent’s ability. The respondent will be notified and permitted five (5) business days to comply with any such request.

1.15 **Protest Procedures**
For a protest to be considered, the protest must be made in writing, signed by the respondent’s authorized representative, and delivered to the VCBH Contracts Manager at 1911 Williams Drive, Suite 200, Oxnard, CA 93036. The VCBH Contracts Manager reserves the right to refuse to hear protestors who have not followed the procedures listed below.
The following conditions apply to proposal protest:

a. **Before Submittal Deadline.** Protests of specifications, terms, conditions, or any other aspects of the RFQ solicitation must be made before the proposal submittal deadline.

b. **After Submittal Deadline.** Protests of award must be made, no later than five (5) calendar days after the aggrieved party knows or should have known of the facts giving rise to the protest.

c. **Protest Content.** All protests must include the following information:

1) The name, address, and telephone number of the protestor.

2) The signature of the protestor or protestor’s authorized representative.

3) The RFQ solicitation or contract number.

4) A detailed statement of the legal and/or factual grounds for the protest.

5) The form of relief requested.

d. **Protest Process**

1) If the VCBH Contracts Manager can resolve the issue, there is no further action required.

2) If there is no resolution, the issue will be referred to the VCBH Administrative Services Division Chief for review and resolution. If the issue is resolved, there is no further action required.

3) If there is no resolution, the issue will be referred to the VCBH Director who will make a final determination on the issue and render a determination. This determination will be final.
ATTACHMENTS
ATTACHMENT “A” – PROPERTY MAP
## ATTACHMENT “B” – REFERENCES

<table>
<thead>
<tr>
<th>References #1</th>
<th>References #2</th>
<th>References #3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reference Contact information</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project/Services Description</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Assigned to Referenced Project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Dates (Start &amp; End)/Project Dollar Value</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ATTACHMENT “C” – PROJECT DESCRIPTION AND BUDGET TEMPLATE

HCD’S Universal Application and Cash Flow Analysis can be found here:
http://www.hcd.ca.gov/grants-funding/active-funding/nplh.shtml#funding