

TRANSMITTAL

To:

THE COUNCIL

Date:

DEC 11 2014

From:

THE MAYOR

TRANSMITTED FOR YOUR CONSIDERATION. PLEASE SEE ATTACHED.



(Ana Guerrero)

ERIC GARCETTI
Mayor



Eric Garcetti, Mayor
Rushmore D. Cervantes, General Manager

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November 21, 2014

The Honorable Eric Garcetti
Mayor, City of Los Angeles
200 North Spring Street, Room 303
Los Angeles, CA 90012

Attention: Mandy Morales, Legislative Coordinator

COUNCIL TRANSMITTAL: REQUEST FOR AUTHORITY TO RELEASE A REQUEST FOR PROPOSALS (RFP) FOR THE HOUSING OPPORTUNITIES FOR PERSONS WITH HIV/AIDS (HOPWA) PROGRAM

SUMMARY

The Los Angeles Housing and Community Investment Department (HCIDLA) is requesting authority to release a Request for Proposals (RFP) to select new contractors for the Housing Opportunities for Persons with HIV/AIDS (HOPWA) program beginning July 1, 2015. The program provides housing and supportive services countywide to low-income persons living with HIV/AIDS (PLWHA) and their families. HOPWA is a federal entitlement program funded annually by the U.S. Department of Housing and Urban Development (HUD) through the Consolidated Plan and is administered on behalf of the Eligible Statistical Metropolitan Area (EMSA) for the City of Los Angeles (City) by HCIDLA. The City, which is the only HOPWA grantee in the county, has administered the program since the 1990s, and HOPWA funded housing and direct services are provided countywide by non-profit agencies and public housing authorities with experience working with PLWHA. To ensure that the service contracts begin effective July 1, 2015, HCIDLA estimates that the RFP process, including Mayor and City Council approval of selected contractors and funding amounts, should be completed by June 2015. (See Attachment A, the proposed timeline for the RFP process.)

RECOMMENDATIONS

The General Manager, HCIDLA, respectfully requests that:

1. Your office process this request through the appropriate City Council committee(s) for review

and approval immediately thereafter;

2. The City Council:

A. Authorize the General Manager, HCIDLA, or designee, to release a Request for Proposals (RFP) for the HOPWA program, review the proposals, and return to the Mayor and City Council with contractor and funding recommendations (Attachment B, draft RFP).

3. The Mayor concur with the action(s) of the City Council.

BACKGROUND

The Housing Opportunities for Persons with HIV/AIDS (HOPWA) program was established through the National Affordable Housing Act of 1990, authorized by the AIDS Housing Opportunity Act of 1992, and is currently administered by U.S. Department of Housing and Urban Development's (HUD's) Office of HIV/AIDS Housing. The HOPWA program provides housing assistance and related supportive services for low-income persons with Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome (HIV/AIDS) and their families.

The City of Los Angeles has been the recipient of the federal HOPWA grant under the Consolidated Plan since the 1990s. Federal regulations require that the largest jurisdiction in an Eligible Metropolitan Statistical Area (EMSA) receive the formula allocation (24 CFR 547.110), and services must be provided countywide. Over the last five years, the HOPWA grant has ranged from \$12.4 million to \$15.9 million annually. The program has always been administered by the City's Housing + Community Investment Department (HCIDLA), formerly the Los Angeles Housing Department. Currently, direct services are provided by 24 nonprofit agencies that specialize in housing and services for PLWHA selected through the RFP process, and by four public housing authorities through sole-source contracts. Contracts are usually executed for an initial one-year term with the option to renew for two additional one-year terms, although the term can be extended if approved by the Mayor and City Council. HOPWA regulations allow three percent (3%) of the grant to be used for grant administration by HCIDLA.

The previous HOPWA RFP was conducted in 2011 (Council File 08-1202), with initial contracts executed for a 6-month term of October 1, 2011 to March 31, 2012 (C.F. 11-2120), and amendments for April 1, 2012 to March 31, 2103, April 1, 2013 to March 31, 2014, and April 1, 2014 to March 31, 2015 executed through the annual Consolidated Plan process (Council Files 11-1593, 12-12607, 13-1395-S1). Under this RFP, contracts were awarded to 25 agencies for the housing and support service activities listed below.

1. Housing Subsidy

- Emergency, transitional, and permanent housing
- Emergency hotel/motel and meal vouchers
- Short-term rent, mortgage, and utility assistance grants
- Permanent housing placement grants, which fund first month's rent and security deposits

2. Supportive Services

- Housing Specialists who assess clients for housing needs, help them locate and connect to appropriate housing, and help with housing retention.
- Benefits counseling to assist clients with applying for financial or other assistance, such as Supplemental Security Income (SSI) and Social Security Disability Income (SSDI)
- Legal Services to assist with evictions, reasonable accommodations, and appealing denial of benefits
- Animal Support
- Food and nutrition services
- Other similar support services

3. Housing Information Services – An easy-to-search website that lists a range of housing options, including affordable housing, housing that accepts Housing Choice Vouchers (Section 8), emergency/transitional housing, market rate housing, and locations of supportive services.

4. Fiscal Monitoring – The City is required to provide both fiscal and programmatic monitoring of the grant funds. Programmatic monitoring is conducted by HCIDLA HOPWA staff and Fiscal Monitoring of all HOPWA contractors is contracted to an outside firm.

The service delivery model was based on a study titled *The Strategic Plan for Providing HIV/AIDS Housing with Supportive Service in Los Angeles County*, completed in 2003 by Shelter Partnership under contract to the City.

The HOPWA grant also funds the following services and housing, which are not part of this RFP:

- ***HOPWA Tenant-Based and Project-Based Rental Assistance***, which is provided by four Public Housing Authorities (PHAs) through sole-source contracts. This program provides rental assistance certificates to eligible clients who will pay 30% of their income for rent. The HOPWA grant pays the remaining rent for 12-months, after which clients can transition to the PHA's regular Housing Choice Voucher (HCV) program and from then on their rental subsidy is paid through the PHA program, resulting in permanent affordable housing for the client. Approximately \$3.2 million of the HOPWA grant is used for this program.
- ***Permanent Supportive/Affordable Housing Development***. Part of the HOPWA grant is allocated to the City's Affordable Housing Trust Fund (AHTF) and leveraged with other sources of development funds (Home Investment Partnership funds, Tax Credits, Bond financing, etc.) to develop units in permanent supportive and affordable housing projects that are set aside for persons with HIV/AIDS and their families. The amount of HOPWA funding allocated for the AHTF depends on the amount of the HOPWA grant. Over the last fifteen years, HOPWA has funded 114 set-aside units in thirteen projects.
- ***Technical Assistance/Resource Identification***. A non-profit consulting firm hired through HCIDLA's Housing and Services RFP assists the HCIDLA HOPWA Unit in a variety of technical services including research on best practices, conducting a HOPWA needs assessment, assisting with the RFP, resource development, and other similar services. Additionally, a

contractor is hired to assist with the development, implementation, and operation of a data and tracking system.

REQUEST TO RELEASE RFP

The HCIDLA is requesting authority to release a new RFP for HOPWA services to begin July 1, 2015, review the proposals, and report back to the Mayor and City Council with contractor and funding recommendations. Contracts would be executed for nine months, through March 31, 2016, to correspond to the Consolidated Plan's program year, with the option to renew them for two additional one-year terms.

In preparing this RFP, HCIDLA HOPWA staff engaged the technical services of Shelter Partnership, which is under contract with HCIDLA to provide consulting on the HOPWA program, and HUD OneCPD consultants with expertise in the HOPWA program and HUD priorities. Shelter Partnership conducted a HOPWA needs assessment, focus groups with consumers and providers of HOPWA housing and services, and assisted in the preparation of the draft RFP. OneCPD provided guidance and review of the HOPWA RFP and conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) process with the current HOPWA contractors. The draft RFP incorporates the recommendations of both Shelter Partnership and OneCPD, which focus on providing activities related to housing location, retention, and stability using the "Housing First" model, with emphasis on housing PLWHA who are homeless or at risk of homelessness; providing services that would help PLWHA retain their housing; and leveraging resources by engaging with other existing systems that work with PLWHA and/or provide permanent housing and services for homeless and at-risk of homeless persons.

This RFP proposes to fund a redesign of the HOPWA program in Los Angeles County that reflects shifts in national and local trends. Since the last HOPWA RFP was issued in 2011, HUD has placed an emphasis on system coordination and embraced the "Housing First" philosophy of moving clients who are homeless or at risk of homelessness into housing as quickly as possible while providing intensive supportive services to help those clients maintain housing. Locally, Los Angeles has similarly focused its efforts on developing coordinated systems for homeless populations and making it a priority to house the chronically homeless.

In alignment with these approaches, through this RFP HCIDLA aims to develop a regional approach to HOPWA programs to ensure that clients in all areas of the county will have access to HOPWA services. Furthermore, funded agencies will be required to collaborate with all coordinated systems with which HOPWA clients may interact, such as the Coordinated Entry System (CES) and the Homeless Families Solutions System (HFSS), which are administered by the Los Angeles Homeless Services Authority (LAHSA) and funded by both the City and County of Los Angeles.

In redesigning the HOPWA program, HCIDLA has also worked closely with the Los Angeles County Department of Public Health's Division of HIV/AIDS and STD Programs (DHSP). DHSP administers federal Ryan White HIV/AIDS Program funds for the County. Given the overlap in target population and contractors, HCIDLA and DHSP are coordinating their programs by minimizing duplicative funding and encouraging funded agencies in both systems to collaborate in order to strengthen overall service provision.

The focus of the HOPWA program redesign is on the provision of housing and housing-related supportive services. HCIDLA is seeking to fund qualified agencies with demonstrated successes in serving the target population and collaborating with other service providers and systems. Currently funded agencies have reported a marked increase in clients who contend with a number of issues in addition to their HIV status, including mental illness, substance use, and homelessness. Accordingly, the HOPWA program redesign seeks to fund programs with the capacity to address these needs through HOPWA funding, leveraged funding sources, and collaborations.

Housing and Supportive Services to be Solicited

To implement the redesign of the HOPWA program with a focus on a regional, data-driven approach, the RFP will solicit the HOPWA-eligible activities listed below. Regions are defined using the Los Angeles County-designated eight Service Planning Areas (SPAs), five of which are located completely or primarily within the City boundaries (Attachment C, SPA map). The following activities will be solicited through this RFP:

1. Housing Specialist Regional Offices
 - a. Crisis Housing Beds
2. Housing Information and Referral
3. Legal Services
4. Training Module
5. Central Coordinating Agency for Short-term Rent, Mortgage, Utility, Permanent Housing Placement, and Tenant Based Rental Housing Assistance programs
6. Residential Services Coordination
7. Fiscal Monitoring

1. Housing Specialist Regional Offices. HOPWA funding is available to provide housing specialist services throughout Los Angeles County. The housing specialist services will assist clients with all aspects of housing search, placement, and retention, and providing or establishing connections to supportive services with the ultimate goal of helping clients become permanently, stably housed. The Regional Offices will use a common assessment tool and will provide housing interventions that match clients' needs. Each Regional Office will be operated by a Lead Agency which must develop collaborations with partner agencies to ensure that clients have access to all needed services. The Lead Agency for each Regional Office will determine the need for services in the region, and will deploy staff and resources accordingly. The Regional Offices may establish mobile teams, satellite offices, and co-located staff as needed to effectively cover the region.

Regional Offices will be responsible for covering the six geographic areas:

- Antelope Valley (SPA 1) and San Fernando Valley (SPA 2)
- San Gabriel Valley (SPA 3) and East Los Angeles (SPA 7)
- Metro West (Subgroup of SPA 4) and West LA (SPA 5)
- Metro Downtown and Metro East (Subgroups of SPA 4)
- South LA (SPA 6)
- South Bay (SPA 8)

(Attachment D – Boundaries of the 8 SPAS and SPA 4 Subgroups)

Crisis Housing. The Lead Agency will also be required to provide crisis housing beds through its own established housing program, and/or through subcontracts with crisis housing providers in the regions to be covered. This will ensure that the Regional Offices have access to crisis housing beds for their homeless clients while they assist them to secure permanent or other appropriate housing.

Case Management and Other Supportive Services. RFP applicants are expected to provide a robust array of services to meet the needs of the target population in the regions to be served. In addition to the core housing specialist services, HOPWA funding may be used for case management services and HOPWA-eligible supportive services, such as food support and benefits assistance. However, HOPWA funds may not be used to provide mental health care or substance use treatment since these services are provided by the LA County Department of Public Health's Division of HIV and STD Programs (DHSP). Lead Agencies are encouraged to partner with other organizations or leverage other funding sources to provide needed services to clients, including employment training and life skills.

Coordination with Other Systems. Regional Offices will develop collaborative relationships with DHSP medical homes in the corresponding regions. To serve DHSP clients in need of housing services, Regional Offices will accept referrals from medical homes and housing specialists will co-locate at medical homes with large client volumes. Additionally, Regional Offices will be required to participate in any coordinated systems in operation in the particular regions, e.g., Coordinated Entry System (CES) and Homeless Families Solutions System (HFSS). Regional Offices will be expected to use the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT and VI-F-SPADAT) for families, the common assessment tool adopted by Los Angeles County's CES and HFSS programs for all homeless clients to ensure their placement on priority housing lists.

Funding is also expected to be used for Regional Offices to develop relationships with other public agencies to provide specialized housing services to PLWHA who are clients of other systems of care, such as the jails, hospitals, and LA County Department of Health Services' Housing for Health program.

2. Housing Information and Referral. One agency will be funded to provide countywide housing information and referral services to PLWHA. The agency will provide three functions:

- ***Hotline.*** The agency will operate a central hotline for PLWHA seeking housing and related services, and will refer clients to the appropriate Regional Offices and other service providers. The hotline will be toll-free and staffed during normal business hours with the option to leave a message 24 hours a day. Bilingual English-Spanish staff must be available to answer calls and the agency must provide a method to assist clients in other languages when necessary.
- ***Resource Sharing.*** The agency will be responsible for maintaining a user-friendly, searchable, web-based database of Countywide housing resources. Listings will include crisis housing, substance use treatment programs, licensed-care facilities assisting people with HIV/AIDS, affordable housing, permanent supportive housing, housing that accepts Housing Choice Vouchers, etc.

- **Housing Location.** The agency will have staff responsible for identifying crisis (emergency/transitional) and affordable permanent housing opportunities throughout Los Angeles County to serve as a resource to the Regional Offices. Identification efforts will involve developing relationships with property owners/managers, apartment associations, monitoring property openings and lease-up opportunities, and visiting properties. Housing location staff will develop relationships with the Home for Good Coordinated Entry System's (CES) Lead Agencies and crisis housing providers in each SPA. The agency will notify HOPWA Regional Offices of available permanent housing opportunities via the housing database and other outreach mechanisms.

3. Legal Services. One agency will be funded to provide PLWHA with legal and advocacy services with the primary goals of assisting PLWHA to obtain and retain permanent housing and increase income. Services will include assistance with addressing eviction notices, representation in tenant unlawful detainer actions, housing discrimination complaints, enforcement of reasonable accommodation rights, or other fair housing issues, and public benefits advocacy. In addition to representing clients, the agency will also be responsible for providing trainings for HOPWA-funded agencies at least quarterly on issues such as housing rights, fair housing, landlord/tenant rights and responsibilities, the reasonable accommodation process, and the Americans with Disabilities Act (ADA).

4. Training Module. One agency will be funded to develop a curriculum and an accompanying manual for a Housing Specialist Certification program. The first year of funding will cover development of the curriculum, implementation, and training sessions. The purpose of this program is to ensure that housing specialist services are of a high quality and consistent throughout the County. The curriculum will include topics such as conducting housing and services assessments, developing appropriate housing plans, landlord/tenant rights, the housing search process, developing case plans, housing retention and follow-up methods, and working with clients who have mental disabilities and who are substance users. The trainings will include a variety of formats, such as webinars, online self-paced modules, and in-person trainings. Funding may be used to pay for outside trainers, as needed. The curriculum, manual, webinars, etc. must be reviewed and approved by HCIDLA prior to use.

5. Central Coordinating Agency for STRMU/PHP/TBRA. One agency will be funded as a Central Coordinating Agency (CCA) to operate the Short-Term Rent, Mortgage, and Utility (STRMU), Permanent Housing Placement (PHP), and Tenant-Based Rental Assistance (TBRA) delivery. The CCA will review, verify, and process all applications for these programs submitted by the Regional Offices or other agencies approved by HCIDLA to submit such applications.

- STRMU provides up to 21 weeks of short-term rent, mortgage, and utility assistance to prevent eligible clients who are current rental agreement/lease- or mortgage-holders from becoming homeless during a financial crisis.
- PHP provides move-in costs – security deposit, first month's rent, and/or utility connection costs for clients moving into permanent housing, not to exceed two months of the new rent value.
- TBRA helps ensure that clients of the Regional Offices have access to affordable housing in the open market. The TBRA program is administered by the Housing Authority of the City of Los Angeles (HACLA) and operates similar to the Housing Choice Voucher program, in which clients pay 30% of their adjusted income towards rent. The CCA will submit all TBRA

applications to HACLA on behalf of the HOPWA program, and interface with HACLA to resolve any issues.

6. Resident Service Coordination. Resident Service Coordinators (RSC) provide services to PLWHA who reside in affordable permanent housing developments. The RSC will be expected to do initial assessments and housing retention plans for eligible clients; meet monthly or more often with the tenant, depending on need; conduct annual assessments of the tenant; coordinate and track necessary services such as benefits counseling, mental health counseling, substance abuse programs; assist clients with maintaining timely rental and utility payments, regular medical care, and financial management and budgeting; hold resident meetings; manage any tenant/landlord issues; and other similar services. The applicant must show how the services provided by the RSC assist the tenants to retain their affordable housing and become self-sufficient.

7. Fiscal Monitoring. The successful proposer will be responsible for conducting risk assessments of each HOPWA-funded agency, including any subcontractors or agencies with MOUs, and conducting on-site fiscal reviews, audits, and audit related services of the HOPWA non-profit and public housing contractors. Contractors are located within the County of Los Angeles. The fiscal monitor will be required to conduct a risk assessment of each agency awarded a contract to provide direct services, including subcontractors and agencies with MOUs, as well as conducting fiscal monitoring.

Personnel Department Contract Review Report: On November 14, 2014, the Personnel Department determined that City employees did not have the expertise to perform the work being proposed for contracting (Attachment E).

Scattered-Site Master Leasing. The City Attorney has determined that the HOPWA Scattered Site Master Leasing (SSML) program can be provided through sole-source contracts, and is therefore not included in this RFP. Through the SSML program, two contractors master-lease a total of 72 units in market-rate rental housing and then sub-lease those units to low-income HOPWA clients who pay 30% of their income for rent. The HOPWA grant pays the remainder of the rent for as long as the tenant remains eligible and lives in the unit. The two contractors have been providing this program for the last 10 years, and they have established leases and relationships with property owners for the units. Only 3 to 4 units become vacant each year, and most tenants have lived in the units for several years. There is a substantial risk that if this program was put out to bid, and the existing contractors were not successful, the property owners could terminate the master leases and refuse to work with the new agency, putting the tenants at risk of losing their housing.

Available Funding. Funding is provided by the HOPWA formula grant allocated to the City of Los Angeles, with the local eligible activities approved by HUD through the federal Consolidated Planning process. Projected funding available for services solicited through this RFP is listed below and includes up to 7% for administrative costs. However, HCIDLA reserves the right to increase or decrease the funding allocation among program categories or to not fund a program category, depending on the quality of applications, need, available funds, and agency capacity. HCIDLA also retains the right to require an agency to subcontract with a Lead Agency or other agency funded through this RFP.

6 Regional Offices

\$9,064,667 -- Funding for Regional Offices will be distributed based on such factors as percentage of PLWHA in the region,

acuity of potential clients living in the region, and agency capacity (Attachment F, approximate funding breakdown for regional offices). HCIDLA reserves the right to redistribute funding among Lead Agencies according to need, available funds, and agency capacity, or other factors.

Legal Services	\$171,200
Housing Information Services	\$399,500
Training Module	\$62,100
Central Coordinating Agency	\$1,603,985 -- STRMU/PHP/TBRA Delivery
Residential Service Coordination	\$264,000
Fiscal Monitor	\$85,000 -- This category is not eligible for the 7% administrative allocation

Total \$11,650,462 -- It is anticipated that the total funding available will be around this amount; however, funding may be increased or decreased depending on the final 2015-2016 HOPWA grant, available rollover, or other factors.

In line with current City and federal goals, the HOPWA program will focus on transparency and accountability, and selected contractors will be subject to annual performance evaluations, in addition to program and fiscal monitoring.

Eligible RFP Applicants: Proposals for HOPWA program services will be accepted from community-based non-profit organizations or governmental housing agencies operating within Los Angeles County that have at least five years of experience in providing similar types of housing and/or services to those for which a proposal is submitted. Proposers must demonstrate their ability to provide services that are respectful of and responsive to the cultural and linguistic needs of clients. This includes the proposers' ability to apply their understanding of issues such as HIV/AIDS, race and ethnicity, gender and gender identity, sexual orientation, physical and mental health disabilities, age, living situation, post-incarceration status, etc. English-Spanish language capability is required and the proposer must demonstrate how it will meet additional language requirements when necessary. Non-profit applicants must have a current 501 (c)(3) status.

Applicants for fiscal monitoring must have at least five years of experience in providing similar types of fiscal monitoring, review, and risk analysis, including non-profit fiscal processes and fiscal grant management.

If the proposer has contracted with the State of California or the City of Los Angeles, it must not have an outstanding debt, which has not been repaid or for which a repayment plan has not been implemented. If it has contracted with HCIDLA, it must not have an outstanding disallowed cost or other liability to the City.

RFP Outreach Process: The RFP announcement will be posted on the LABAVN website with its link listed on the HCIDLA's website. Links to HCIDLA's website will appear on the websites of the Los Angeles Homeless Services Authority, the County Department of HIV and STD Programs, and the

County HIV Commission. The RFP will be announced in at least one local newspaper and at various City and County Commission meetings including the LAHSA Commission, HIV Commission, Affordable Housing Commission, and the Los Angeles Commission on HIV. It will also be sent via U.S. mail and/or email to government officials and non-profit agencies that may have an interest in applying for HOPWA funds.

Proposal Evaluation: Proposals will be reviewed for threshold requirements. Those meeting threshold will be evaluated by a panel that consists of members inside and outside of the HCIDLA. Each panel member will individually score the proposal and scores will be averaged to determine a composite score for each applicant. Applicants will be evaluated on the following categories:

Program Services

Evaluation Category		Points
1	Organizational Capacity and Demonstrated Effectiveness	35
2	Program Plan and Implementation	20
3	Community Resources, Outreach, Community Linkages	15
4	Budget	15
5	Past Performance and References	15
Total Points Available		100

Fiscal Services

Evaluation Category		Points
1	Relevant background, experience, and qualifications to conduct risk assessments and fiscal monitoring activities	20
2	Demonstrated understanding of the work being requested	15
3	Quality of detailed work plan	10
4	Qualifications and experience of staff assigned to project	15
5	Cost breakdown for each service and total cost	20
6	Recent relevant experience	10
7	Client references	10
Total Points		100

Proposals must receive a score of at least 70 points in order to be recommended for funding.

Applicants may appeal their scores by submitting a letter to HCIDLA. After the appeal process has been completed, final contractor recommendations will be submitted to the Mayor and City Council for review and approval.

Proposers' Conference and Technical Assistance

A mandatory Proposers' Conference is tentatively scheduled for January 22, 2015 at the Los Angeles Housing + Community Investment Department to provide prospective applicants with a description of the RFP and respond to specific RFP questions.

With the exception of the Mandatory Proposers' conference, all technical assistance questions must be submitted by e-mail to hcidla.planning@lacity.org. To ensure a fair and consistent distribution of information, all questions will be answered by a Question-and-Answer (Q&A) document available on the Los Angeles Business Assistance Virtual Network (LABAVN) website at: www.labavn.org. No individual answers will be given. The Q&A document will be updated on a regular basis to ensure the prompt delivery of information.

Preliminary Schedule:

Request for Proposals released	January 16, 2015
Mandatory Proposers Conference	January 22, 2015
Proposal Submission Deadline	February 27, 2015

FISCAL IMPACT STATEMENT

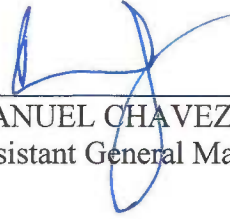
Funding is provided through the federal HOPWA entitlement grant. There will be no impact on the General Fund.

Prepared by:

Reviewed by:

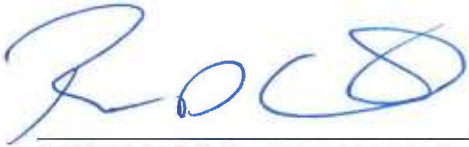


SUZETTE FLYNN
Director, Monitoring & Technical Services



MANUEL CHAVEZ
Assistant General Manager

Approved by:



RUSHMORE D. CERVANTES
General Manager

RDC:MC:SF

Attachments:

- Attachment A – Proposed RFP Calendar
- Attachment B – Draft HOPWA Request for Proposals
- Attachment C – Service Planning Area (SPA) Map
- Attachment D – Boundaries of the 8 SPAS and SPA 4 Subgroups
- Attachment E – Personnel Department Contract Review Report
- Attachment F – Proposed Funding for Regional Offices