

**County of San Mateo**  
**Department of Housing**  
**Homekey 3.0 Request for Proposals**  
**Questions & Answers**  
**Dated March 22, 2023**

**Q1 Will the Homekey 3.0 supportive services budget be sufficient to support a case management ratio appropriate for the needs of the formerly homeless tenants?**

A1 The County is committed to working with each service provider to assess the service needs of the target population for that specific population and agree on a case management ratio appropriate for those needs. Subject to funding availability, the County's goal is to fund supportive services at a Homekey 3.0 Permanent Supportive Housing project sufficient to support a case management ratio of 1:15 for Chronically Homeless and other populations with greater service needs such as those with severe mental health, substance abuse, or physical health needs. For formerly homeless people and people at risk of homelessness with less intense service needs, a case management ratio of 1:20 or higher may be appropriate. The County would expect to assess tenant outcome data with the service provider and re-evaluate the case management ratio based on updated service needs of the Homekey site when the supportive service contract is renewed.

**Q2 Will the County consider alternatives to prioritizing applicant referrals from the Coordinated Entry System (CES) based on the acuity of their VISPDAT scores, so that permanent supportive housing can be offered on a priority basis to applicants whose initial services have been put in place at an interim housing site?**

A2 Unless a waiver is granted, accepting referrals from CES using the CES prioritization is a requirement of Homekey. However, the County is bringing a number of interim housing units online, and permanent supportive housing is needed for this population. The growth in the number of interim housing units in San Mateo County and the need for permanent supportive housing for this population will likely affect the referral pool from CES especially at the time of initial lease-up of the Homekey 3.0 Permanent Supportive Housing sites.

**Q3 What is the anticipated role of the County's Department of Public Works (DPW) in managing the rehabilitation of the Homekey 3.0 site?**

A3 The County's goal is to select a developer and negotiate an agreement for the developer to manage the rehabilitation of the Homekey site without relying on the services of DPW.

**Q4 Will County procurement policies apply to the rehabilitation of the Homekey 3.0 site by the developer?**

A4 Subject to the terms of the Homekey 3.0 Restrictive Covenant, the County's plan is to select a developer and negotiate an agreement to enter into a 55-year ground lease of the property with the developer which requires the developer to rehabilitate the property using the agreed financing sources. Under this structure, the County's procurement policies are not expected to apply to the developer's rehabilitation activities. Because a developer may not commence rehabilitation activities until the County and the developer have entered into a ground lease, the County's plan will require timely negotiation of such ground lease.

**Q5 How will the County match an approved developer with a specific Homekey Opportunity Site screened by the County?**

A5 Upon approval of the developer's application to be qualified as a Homekey team, the County will present information about specific sites to the developer and ask the developer to respond in a timely manner with a statement of their interest in pursuing that property, a description of their basic approach to the rehabilitation, and a list of their questions and concerns. Matching of a developer with a specific Homekey Opportunity Site will be a negotiated process designed to exchange information and concerns about the site before the developer and the County enter into a mutually satisfactory agreement for the specific site.