



CALIFORNIA TAX CREDIT ALLOCATION COMMITTEE

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DATE: August 19, 2026

TO: Prospective Bidders

FROM: Anthony Zeto, Deputy Director
California Tax Credit Allocation Committee (CTCAC)

SUBJECT: Questions and Answers for RFP CTCAC02-26 (Operational Modernization
Consulting Services)

1. Is a pre-proposal conference or call scheduled for this RFP?

No, there is no pre-proposal conference or call scheduled for this RFP.

2. Does CTCAC permit any form of initial mobilization payment, advance payment, milestone-based initial payment, or other payment mechanism at contract commencement to assist with startup costs and subcontractor mobilization?

Advance payment and mobilization payments are not permitted.

3. Please confirm whether the monthly-in-arrears payment structure stated in Exhibit B is the only allowable payment arrangement.

The monthly-in-arrears payment is the only allowable payment arrangement.

4. Can CTCAC confirm the required insurance types (e.g., general liability, professional liability/E&O, auto, workers' compensation) and minimum coverage amounts?

Insurance requirements are as follows:

Commercial General Liability Insurance Policy - Contractor shall maintain general liability on an occurrence form with limits not less than \$1,000,000 per occurrence/\$2,000,000 aggregate for bodily injury and property damage liability.

Workers' Compensation Insurance Policy (if applicable) – Contractor shall maintain Worker's Compensation insurance as required by the State of California equal to or greater than \$1,000,000.00 per accident and shall provide a Waiver of Subrogation endorsement in favor of the State of California, the State Treasurer's Office, and the California Tax Credit Allocation Committee.

Automobile Liability - Contractor shall maintain motor vehicle liability with limits not less than \$1,000,000 combined single limit per occurrence. Such insurance shall cover liability arising out of a motor vehicle including owned, hired and non-owned motor vehicles. The State of California, State Treasurer's Office, California Tax Credit Allocation Committee, its officers, agents, and employees are to be covered as additional insureds with respect to liability arising out of work or operations.

Proof of Professional Liability Insurance. Contractor shall maintain professional liability insurance with limits not less than \$1,000,000 per claim/\$2,000,000 aggregate.

If the Proposer cannot include a Certificate of Liability Insurance and/or a Certificate of Automobile Liability Insurance and/or Proof of Professional Liability Insurance with its proposal, it must provide a written explanation detailing why it cannot comply with the requirement(s). CTCAC may, in its sole discretion, accept a proposal without these Certificates if the Proposer provides a valid justification for the absence of one (1) or more of them and confirms that it will submit the appropriate Certificate(s) prior to contract execution, if it is selected as the Contractor.

- 5. Attachment 3 (Minimum Qualifications Certification) requires the firm to certify it will notify CTCAC "if selected as the California certified general appraiser for CTCAC". This is language that appears to reference a different RFP and engagement. Can CTCAC confirm or correct this language or provide instruction on how to complete (i.e. strike out incorrect reference)?**

The language was incorrect and corrected from "California certified general appraiser" to "firm to support a comprehensive operational modernization effort for CTCAC." Please see Addendum Notice No. 2.

- 6. Is there a page limit, font size, or margin requirement for the narrative sections of the proposal (Executive Summary, Work Plan, etc.)?**

No, there is no page limit, font size, or margin requirement for the narrative sections of the proposal.

- 7. Is there a minimum expected time commitment (e.g., FTE or hours/week) for the project lead or other Key Personnel?**

No, there is no minimum expected time commitment.

- 8. What is CTCAC's process and expected turnaround time for approving a subcontractor added after contract execution? Does this require a formal written contract amendment in all cases, or is a simpler written approval sufficient when the subcontractor is not Key Personnel?**

Subcontractors should be identified on the Bidder Declaration form at the time of proposal submission. If seeking to add a subcontractor after contract execution, written approval from CTCAC will be required.

- 9. Does the "Name of Employee" column on the Attachment 6 (Cost Proposal Worksheet) require the Contractor to list subcontractors by name, or may subcontractor roles be listed by classification (e.g., " Data Systems Personnel") if the specific individual has not yet been finalized as part of the project team at the time of proposal submission?**

The subcontractors can be listed by classification.

- 10. Should the Total Cost reflected on the Attachment 6 (Cost Proposal Worksheet) worksheet include only the base 12-month contract term (not to exceed \$250,000), or should it also account for the optional 6-month extension (additional \$125,000), given that rates must remain fixed for the entire term including any extension?**

The Total Cost should represent the base 12-month contract term amount.

- 11. Does Attachment 6's hours-based structure require the Contractor to invoice based on actual hours worked each month, or may the Contractor propose a fixed monthly amount based on the hours in the Cost Proposal?**

The vendor cannot propose a fixed monthly amount. Vendors must follow the structure of the cost sheet.

- 12. Section 2 – Minimum Qualifications requires proposing firms to have experience in LIHTC program operations, compliance, or underwriting, and Section 3.3 also requests LIHTC, housing finance, compliance, or state program experience among key personnel. Given that the Scope of Work is predominantly focused on operational assessment, business process reengineering, data and systems modernization, functional requirements development, inter-agency coordination, modernization roadmapping, implementation oversight, quality assurance, and change management, would CTCAC consider revising the LIHTC-specific firm-level minimum qualification to allow demonstrated experience modernizing comparable state government, regulatory, financial, grants, benefits, or other complex public-sector programs? Alternatively, would CTCAC consider making direct LIHTC experience a preferred qualification rather than a mandatory minimum, provided the proposer demonstrates substantial relevant modernization and regulatory program experience and an ability to rapidly acquire and apply CTCAC-specific program knowledge?**

No, CTCAC requires LIHTC-specific firm experience as a minimum qualification.

- 13. Would CTCAC clarify whether the requirement for key personnel to provide "specific experience with LIHTC, housing finance, compliance, or state programs" may be satisfied through substantial experience with California state programs, regulatory environments, and modernization initiatives, without**

requiring each key team member to have direct LIHTC or housing finance experience?

State programs would satisfy the requirement.

- 14. May this requirement be satisfied at the proposed project-team level through a qualified subcontractor or subject-matter expert with the required LIHTC experience, while the prime contractor provides the operational modernization, business-process redesign, technology modernization, data analysis, and implementation services?**

Yes, this requirement can be satisfied at the proposed project-team level through a qualified subcontractor or subject-matter expert with the required LIHTC experience.

- 15. Minimum Qualifications / Subcontractors: Section 2 requires the proposing firm to certify that it fulfills all minimum qualifications, including experience in LIHTC program operations, compliance, or underwriting. May these minimum qualifications be satisfied collectively through the experience of the prime contractor and identified subcontractors/key personnel, or must the prime proposing firm independently demonstrate each minimum qualification?**

These minimum qualifications may be satisfied collectively through the experience of the prime contractor and identified subcontractors/key personnel.

- 16. California Qualification: Section 2 states that the “Firm must be qualified to do business in California.” For an out-of-state consulting firm, does this require the firm to be registered and in good standing with the California Secretary of State at the time of proposal submission, or may registration be completed prior to contract award or execution?**

Failure to meet minimum qualifications will cause your proposal to be considered non-responsive and the proposal will be rejected. In order for the firm to be able to sign the minimum qualifications certifications, they have to be qualified to do business at the time the proposal is submitted.

- 17. Phase 2 / Pricing Assumptions: Phase 2 services are described as beginning “upon State initiation of modernization implementation.” For purposes of the Cost Proposal Worksheet, should proposers include estimated hours and costs for both Phase 1 and Phase 2 within the initial \$250,000 contract amount, or should Phase 2 services be treated as contingent work to be authorized by CTCAC following completion of Phase 1?**

Estimated hours and costs for both Phase 1 and Phase 2 should be within the initial year.