**COUNTY OF ALAMEDA**

**HEALTH CARE SERVICES AGENCY (HCSA)**

QUESTIONS & ANSWERS

**to  
RFP No. HCSA-901019**

**for**

**Supportive Housing Community Land Alliance**

**Summary of Q&A Submitted**

**Networking/Bidders Conferences held on January 10 and January 14, 2020**

**Notice to Bidders**

This County of Alameda, HCSA Questions & Answers (Q&A) Document has been electronically issued to potential bidders via e-mail based on the bidders conference sign-in sheets or from other sources. This Q&A Document will also be posted on the General Services Agency (GSA) Contracting Opportunities website located at <https://www.acgov.org/gsa_app/gsa/purchasing/bid_content/contractopportunities.jsp>

**Bid/Contract Questions**

**Q1: What qualifies an organization as exempt from SLEB?**

*A1: Bidders should refer to Section III.N. Award, item 3 on page 23 of the RFP for more information on the SLEB program. The online link provided lists the types of entities that are exempt from the SLEB requirements and are not required to subcontract with a SLEB. Government agencies and non-profit CBOs that are providing services directly to County clients and residents are examples of organizations that are considered to be exempt. For the purpose of this RFP, direct service includes providing and managing housing opportunities for County residents.*

**Scope Questions**

**Q2: Why is there a requirement to establish a new community land trust (CLT) rather than leverage an existing CLT?**

*A2: The County does hope to leverage existing organizational capacity and resources as part of the new CLT. A new CLT model was chosen for the following primary reasons: a) to ensure a fair and open process for selecting a community partner; b) to leverage existing expertise, resources, and experience without requiring an existing organization to alter its mission and vision; c) to ensure the Board of Directors (BOD) includes a different type of representation from an existing BOD; and d) to start a new organization that utilizes innovative approaches to expanding and managing supportive housing in Alameda County.*

**Q3: The RFP for HCSA-901019 says that the intent of the opportunity is to “develop and create a**

**nonprofit Community Land Trust (CLT) entity”. Is there a specific property that the County is referring to for the Community Land Trust?**

*A3: No. However, the County is aware of multiple opportunities for specific projects that will be reviewed with the new CLT entity. As indicated in the RFP, the County has reserved a separate allocation of $5 million for acquiring and developing CLT properties in partnership with the newly created CLT.*

**Q4: We are mainly curious about which properties the county is looking at as potential sites for this**

**community land trust. Would it be possible to share the current list that the county is looking at?**

*A4: See answer A2 above.*

**Q5: Regarding the Board of Directors (BOD), please distinguish between and/or provide examples of**

**public sector representatives versus community partners.**

*A5: The County, through HCSA, is interested in forming a BOD that helps sustain an ongoing public-private partnership through a variety of means including direct involvement of public officials in the BOD. The County would like the BOD membership to include at least one-third representation from public sector staff and elected officials. The County has not identified any specific board members and anticipates the selection process will take place as part of the work of the Project Management Team mentioned in the RFP. Some examples of potential members include, County Health Care Services and Community Development Agency staff and elected city and county officials.*

*A “community member” representative on the BOD includes individuals with a strong commitment and interest in expanding supportive housing in Alameda County that do not necessarily identify as a family member, consumer, or public official. Community members could include representatives from partnering nonprofit agencies to help with cross agency coordination. For example, a mental health nonprofit organization that helps to form the CLT could have their executive director on the BOD for the CLT.*

**Q6: Could you say more about how a board and care might be part of Community Land Trust (CLT)?**

**Would it be a board and care co-op, with option to become Limited Equity Housing Co-op?**

*A6: A CLT secures land for a specific public purpose. The Alameda County HCSA and its Behavioral Health Department want to see the newly created land trust help to secure properties for use as licensed residential care facilities. This could include acquiring existing properties currently being used for licensed residential care or securing new properties with this particular use in mind. Mixed use developments that include licensed and non-licensed residential facilities on the same or adjoining parcels is something HCSA would like to see with land trust developments. There are several models of such mixed use properties in Alameda County and California. Co-op and other innovative models for operating licensed residential care on land trust property are strongly encouraged as part of vision for the development of this new entity. Bidders should describe some of their innovative ideas and opportunities as part of their bid proposal.*

**Q7: The program mentioned supportive housing property management. Does the County envision the CLT contracting with supportive housing management, or providing it?**

*A7: The County envisions the new CLT entity directly providing third-party and direct supportive housing property management as part of its ongoing scope of work. One example of a public-private partnership to cultivate expertise in supportive housing property management is Delivering Innovations in Supportive Housing (DISH) in San Francisco -* [*https://dishsf.org/*](https://dishsf.org/)

**Q8: Do you have any examples of third party entities that provide property management services for**

**SMI housing?**

*A8: The County is not aware of any specific entities that provide third-party property management services exclusively for SMI housing. However, there are several entities that have developed specialized property management capacity for affordable supportive housing projects and several organizations around the country that focus on building housing opportunities for individuals living with a serious mental illness. A Robert Wood Johnson foundation funded initiative in 1985 helped create several initiatives and organizations focused on services and housing for individuals with serious mental illness (see attached article). Some of the organizations created with these dollars still exist today, e.g., Philadelphia Mental Health Care Corporation -* [*https://www.pmhcc.org/index.php/programs/1260-housing-development-corporation*](https://www.pmhcc.org/index.php/programs/1260-housing-development-corporation)

**Q9: Tenant based rental subsidies-does this mean the County wants the CLT to lease to subside holders at below-market contract rent?**

*A9: Within Alameda County, a significant amount of public dollars gets utilized to provide housing subsidies for supportive housing units in the private market. Use of these subsidies in the private market often requires subsidy amounts that exceed HUD fair market rents. In addition, the rental revenue collected by private owners generally gets utilized for profit rather than a non-profit purpose such as creating additional supportive housing. The County hopes to link tenant-based subsidies at fair market rents with future CLT developments as part of a larger supportive housing strategy focused on the most efficient use of resources and the greatest number of supportive housing units per invested funds.*

**Q10: Are there geographic parts of the County that are being prioritized for CLT? Opportunity site?**

*A10: The proposed CLT includes a countywide scope and hopes the CLT will promote community integration as part of its overall strategy and efforts. The CLT will focus on creating new affordable housing with linked supportive services for extremely low-income households living with a disability and histories of homelessness and housing instability. The EveryOne Home Point-In-Time Count of homeless persons includes information about the geographic distribution of homelessness within the County. In addition, Alameda County Behavioral Health utilizes maps that identify areas where its consumers live in relationship to mental health service locations for Medi-Cal recipients. These maps can help bidders identify areas with more significant numbers of CLT target populations. In addition, the County hopes to partner with other County departments and cities interested in helping to make properties available for potential CLT utilization, for example, publicly controlled land.*

**Q11: In the MHSA Innovations project title, why did the County change the word trust to alliance? What was the barrier for the word trust?**

*A11: In estate planning, people create trusts to secure the assets of an individual. California Department of Health Care Services Officials thought the use of the term “trust” would confuse state reviewers of our Mental Health Services Act (MHSA) Innovations proposal. The term “alliance” was used for the County’s application to the state for funding. The name of the newly created organization does not need to use the word alliance. The project management team will be responsible for naming the new organization.*

*The word “trust” does have additional relevance for the new entity. Part of the origin of the concept for this new entity comes from family members with adult children living with a serious mental illness that advocated for a vehicle to donate or acquire property for their loved ones. The County hopes that the newly created entity will partner with family members to explore these opportunities.*

**Funding Questions**

**Q12: Have any other counties received Innovation funds to form supportive housing CLTs?**

*A12: Alameda County staff are not aware of other counties using MHSA Innovation funding in this fashion. If this approach proves successful, county and state officials have expressed interest in seeing this approach expand to other counties and communities. This RFP and the proposed new CLT entity attempt to weave together a series of innovations into a single effort. For example, other CLTs have created supportive housing units but not necessarily for individuals with serious mental illness in partnership with family members.*

*For further details and a more in-depth examination of the County’s intent regarding this project, it is recommended that bidders review the MHSA FY 18-19 Plan Update for the full proposal.*[*https://acmhsa.org/wp-content/uploads/2019/04/FY-18-19-Plan-Update-3\_FINAL.pdf*](https://acmhsa.org/wp-content/uploads/2019/04/FY-18-19-Plan-Update-3_FINAL.pdf)

**Q13: It is referenced in the RFP that the County has been granted funding to support the creation and operation of the CLT over a five year period. Can the County tell us more about the subsequent years of funding for the operation of the CLT and acquisition of property that will be made available directly to the CLT after incorporation?**

*A13: It is the County’s expectation that during the 18-month contract period, the awarded contractor shall utilize the $1 million budget towards the development and creation of the CLT and its infrastructure, including initial funding of primary administrative and staffing roles of the CLT (see Section I.C. Scope, item 2). Upon successful completion of the CLT post-incorporation tasks and conclusion of the 18-month contract, the County will fund the CLT directly. Approximately $3.6 million may be available to fund ongoing operations of the resultant CLT and another $5 million may be available to for the acquisition of property and completion of supportive housing projects. See also A3 above related to the acquisition of properties.*