



Housing Authority
of the
City of Alameda

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Responses to Questions Submitted for RFP: Strategic Planning

1. For the sample plan, would the AHA consider sample plans for organizations within the same industry (e.g. housing, affordable housing, or organizations addressing homelessness) as responsive to the requirement?

Response: In reference to Section 4.0 Part 10 of the Strategic Plan RFP, the proposing Consultant has the option to provide a sample Strategic Plan or Proposal for a similar agency. The AHA Evaluation Committee will review up to 10 pages of a sample comparable to AHA's strategic plan needs. A sample plan within the public housing industry is preferable.

2. What licenses and eligibility documentation must the contractor have in order to be compliant?

Response: The proposing consultant shall be verifiable through the California Secretary of State (SOS), shall have an active Employment Development Department (EDD) registration, and a Federal Employer Identification Number (EIN) to consult in the state of California.

3. "Part 5 – Qualifications and Experience," number 1, asks for the number of FTEs. Will AHA consider a part-time allocation of resources as responsive?

Response: The Consultant shall provide a comprehensive list of the resources assigned to the project, whether they be full or part-time. The Consultant should also provide an explanation in the proposal regarding a plan for the part-time resource allocation and describe how the proposals objective can be met utilizing the resources as described.

4. Does AHA have a budget for this program that can be disclosed?

Response: The budget for this process will be dependent on the projected scope and work product that is included within the proposals.

5. Is this a new service request or is there an incumbent? If there is an incumbent, could you disclose the name of the incumbent?

Response: Planning consultants Cathy Craig and Judy Weber drafted the previous strategic plan and associated process.

6. Has AHA evaluated the implementation of its previous strategic plan, developed in 2020, and if so can you describe the successes of your previous strategic planning process and implementation and what you are hoping to improve or expand upon in the upcoming strategic planning cycle?

Response: As part of the upcoming Strategic Planning process, the selected Consultant and the assigned Committee will analyze the successes of the previous cycle. Based on that analysis, the Consultant shall implement changes and improvements to the proposed strategic plan.

7. Does AHA have regular/ongoing opportunities, channels, and venues for engaging community stakeholders that the consulting team will be able to leverage? If so, can you briefly describe AHA's engagement activities?

Response: AHA currently engages with the community through a number of events and activities, as well as collaborating with community stakeholders on policy and planning. Additional information regarding these events and activities may be found in the newsletters and press releases on our website <https://www.alamedahsg.org/about-us/news/>.

AHA will work with the selected Consultant to identify stakeholders in the community which can provide input into the process. Additional information may also be found in the annual report located on our website at <https://www.alamedahsg.org/wp-content/uploads/2023/02/Fiscal-Year-2021-2022-Annual-Report.pdf>.

8. Is AHA intending to hold presentations or offer other opportunities for employees or AHA stakeholders to review and provide input into the draft strategic plan? If so, is it AHA's expectation that the consulting team would facilitate those efforts or would they be led by AHA staff?

Response: The selected consultant would facilitate efforts to review and incorporate input from AHA employees, the Board of Commissioners, and stakeholders into the draft Strategic Plan.

9. Does AHA have an allotted budget for this project? If so, can that amount be shared?

Response: The budget for this process will be dependent on the projected scope and work product that is included within the proposals.

10. How would you rate the effectiveness of the current 5-year strategic plan developed in 2020?

Response: As part of the upcoming Strategic Planning process, the selected Consultant and the assigned Committee will analyze the successes of the previous cycle.

Additional information regarding the “success” and achievements of AHA, as a housing provider, may also be found in our Annual Report, located on our website at <https://www.alamedahsg.org/wp-content/uploads/2023/02/Fiscal-Year-2021-2022-Annual-Report.pdf> and in the other AHA publications found here <https://www.alamedahsg.org/about-us/news/>.

11. What do you see as the organization's most recent successes and biggest strengths?

Response: Please see our website <https://www.alamedahsg.org/about-us/news/> for AHA's recent successes. Our mission statement <https://www.alamedahsg.org/about-us/mission-statement/> and additional agency documents <https://www.alamedahsg.org/resource-library/agency-documents/> can offer more insight into the strengths and accomplishments of AHA.

12. Who do you envision would sit on the strategic planning committee? Would these include staff and community partners? Would the committee include members of the Board?

Response: The Executive Director and the Board of Commissioners will work with the Consultant to identify committee members. The committee may include staff and community partners. AHA requests proposing firms to provide recommendations for the composition of the committee.

13. Was the community engaged in the creation of the 2020 strategic plan?

Response: Yes, the community was engaged in the creation of the previous strategic plan.

14. Do you have an existing list of community partners and/or stakeholders that we could use as a starting point for community engagement, or would we be starting from scratch?

Response: AHA currently engages community partners in a number of ways, including a variety of events and activities, as well as collaborating on policy and planning issues with community stakeholders. Additional information regarding these events and activities may be found in the newsletters and press releases on our website <https://www.alamedahsg.org/about-us/news/>. AHA will work with the selected Consultant to identify stakeholders in the community that can provide input for this process. Additional information may also be found in the annual report located on our website at <https://www.alamedahsg.org/wp-content/uploads/2023/02/Fiscal-Year-2021-2022-Annual-Report.pdf>.

15. What other planning efforts or strategic documents would be relevant to review as a part of this project?

Response: Please see the copy of the current Strategic Plan referenced on page 33 of the RFP. Additional agency documents can be found on our website at <https://www.alamedahsq.org/resource-library/agency-documents/>. AHA will work with the selected consultant to determine if additional documentation is needed.

16. Do you have a budget range or cap in mind?

Response: The budget for this process will be dependent on the projected scope and work product that is included within the proposals.

17. We have experience working with City Councils on multiple strategic planning efforts (mainly citywide strategic plans), have worked on housing elements, and have supported housing authorities and affordable housing developers with community engagement in the Bay Area. However, we have not yet done strategic planning with a housing authority. Would you recommend that we still submit a proposal?

Response: Proposals from all qualified firms are welcome. However, the minimum qualifications indicated on page 35 will be evaluated for each proposal.