



U.S. Department of Veterans Affairs
Office of Asset Enterprise Management

**Greater Los Angeles Healthcare System (GLAHS)
West Los Angeles Campus**

Principal Developer & Building 207 Industry Forum

July 10, 2018



U.S. Department of Veterans Affairs
Office of Asset Enterprise Management

Industry Forum Purpose

- ❑ The purpose of this Industry Forum is to provide information about the Department of Veterans Affairs' pending Request for Qualifications (RFQ) for a Principal Developer to develop and operate at least 900 units of permanent supportive housing for homeless and at-risk Veterans and their families on the Greater Los Angeles Healthcare System's (GLA) West Los Angeles Campus
- ❑ The Industry Forum serves as a pre-bid conference to clarify the information provided in the RFQ
- ❑ Like the Public Hearing VA held on April 26 to announce its intent to solicit a Principal Developer for the West Los Angeles Campus and an Enhanced-Use Lease (EUL) to provide permanent supportive housing in Building 207, this Industry Forum is focused on VA's EUL authority, and is not intended to serve as a public forum for concerns unrelated to that authority
- ❑ Inquiries or concerns related to other subject matter should be submitted during other appropriate forums (e.g., at GLA's next Veteran Town Hall, which is scheduled to be held on July 25 from 5:00 to 6:30 p.m. on the West Los Angeles Campus) or by visiting <https://www.losangeles.va.gov/>



Agenda

Time	Agenda Item	Presenter
10:00-11:45am	Welcome/Opening Remarks Draft Master Plan Overview and Development Objectives	Meghan Flanz, Executive Director VA GLAHS West Los Angeles Campus Master Plan
	Supportive Housing Need and Potential Funding Sources	Peter (P.J.) Stigers, Manager VA GLAHS Veterans Community Employee Development
	Compliance with the National Environmental Protection Act	Glenn Elliott, Environmental Officer VA Office of Construction and Facilities Management
	EUL Overview and Principal Developer Concept	Edward Bradley, Acting Executive Director VA Office of Asset Enterprise Management (OAEM)
	Building 207 and Additional Assets to be Developed	Marc Waddill, Managing Director The Craddock Group, LLC (SDVOSB)
	RFQ Response Requirements	Paul Macpherson, Director VA OAEM Investment Enterprise Development Service
11:45am-12pm	Break - Collect Questions	
12-1pm	Questions and Answers	Panel
1-2pm	Networking	



Solicitation-Related Questions or Comments?

- ☐ Please write your questions/comments on the note cards provided
- ☐ Note cards will be collected during the break preceding the Q&A panel
- ☐ We will review all submitted questions and group them by topic for the subject matter experts on our panel to address
- ☐ Time permitting, additional questions related directly to Industry Forum topics will be taken one at a time from the microphone
- ☐ The final list of questions and answers received at the Industry Forum and via email will be posted on FBO.gov as an amendment to the solicitation
- ☐ The published written responses to questions will take precedence over any information provided during the Q&A panel



U.S. Department of Veterans Affairs
Office of Asset Enterprise Management

GLAHS Development Objectives and Draft Master Plan Overview

**Meghan Flanz, Executive Director
VA GLAHS West Los Angeles Campus Master Plan**



U.S. Department of Veterans Affairs
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Development Objectives & Draft Master Plan

Importance of Development Objectives:

- ❑ The entire VA organization – from the VA Secretary's Office in Washington, DC to Ann Brown, Director of the VA Greater Los Angeles Healthcare System (GLAHS) – is committed to achieving the vision of the Draft Master Plan:

Transforming the West Los Angeles Campus into a vibrant community where all Veterans can receive healthcare, benefits, employment, and other supportive services, which they deserve and to which they are entitled

- ❑ In seeking a Principal Developer at this time, VA intends to:
 - Accelerate delivery of supportive housing for homeless and at-risk Veterans and their families on the North Campus
 - Integrate housing and other services into a safe, affordable, and welcoming community for all eligible Veterans



GLAHS Background:

- ❑ The West Los Angeles Campus is one of the largest in the VA system, sitting on 388 acres of prime L.A. real estate
 - By way of comparison: the UCLA campus occupies 419 acres, USC 226 acres, Loyola Marymount 150 acres, and City of Hope 110 acres
- ❑ The Campus provides a full continuum of medical services to eligible Veterans through its state-of-the-art hospital and through outpatient care, rehabilitation, residential care, and long-term care services
- ❑ The main hospital occupies the South Campus
- ❑ Residential facilities and a variety of auxiliary health care services currently occupy the larger North Campus, along with several significant third-party leaseholds





Draft Master Plan Overview:

- ❑ In 2011, the ACLU of Southern California filed a class action lawsuit against VA on behalf of homeless Veterans with disabilities
- ❑ The suit alleged that VA discriminated against homeless disabled Veterans by failing to maintain housing for Veterans on the Campus and by leasing portions of the property to private companies
- ❑ In 2015, VA and the plaintiff-partners reached a settlement, requiring VA to solicit input from pertinent stakeholders to draft and implement a plan *“to set out the most effective purpose of the campus for Veterans, particularly for homeless Veterans, including underserved populations, such as female Veterans, aging Veterans, and those who are severely or mentally disabled”*
- ❑ VA and the plaintiff-partners solicited input from a broad array of Veteran and community stakeholders and collaborated to produce a Draft Master Plan, which was adopted in 2016
- ❑ **VA is committed to implementing the Draft Master Plan vision**





West Los Angeles Leasing Act of 2016 (Public Law 114-226):

❑ Legislation enacted to implement the Draft Master Plan

- Enables VA to enter into Enhanced-Use Leases (EULs) with private sector developers to provide permanent supportive housing on the Campus (*Note: VA has no direct authority to build or operate homeless housing*)
- Enables VA to enter into leases to carry out other services that principally benefit Veterans and their families, e.g., nutrition and spiritual wellness, training, recreation, family support services, and transportation
- Specifies that Campus leases must comply with all Federal laws relating to procurement and environmental and historic preservation
- Reiterates pre-existing legislative language that prohibits VA from selling any portion of the property

Public Law 114-226
114th Congress

An Act

To authorize the Secretary of Veterans Affairs to enter into certain leases at the Department of Veterans Affairs West Los Angeles Campus in Los Angeles, California, to make certain improvements to the enhanced-use lease authority of the Department, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

SECTION 1. SHORT TITLE.

This Act may be cited as the “West Los Angeles Leasing Act of 2016”.

SEC. 2. AUTHORITY TO ENTER INTO CERTAIN LEASES AT THE DEPARTMENT OF VETERANS AFFAIRS WEST LOS ANGELES CAMPUS.

(a) IN GENERAL.—The Secretary of Veterans Affairs may carry out leases described in subsection (b) at the Department of Veterans Affairs West Los Angeles Campus in Los Angeles, California (hereinafter in this section referred to as the “Campus”).

(b) LEASES DESCRIBED.—Leases described in this subsection are the following:

(1) Any enhanced-use lease of real property under subchapter V of chapter 81 of title 38, United States Code, for purposes of providing supportive housing, as that term is defined in section 8161(3) of such title, that principally benefit veterans and their families.

(2) Any lease of real property for a term not to exceed 50 years to a third party to provide services that principally benefit veterans and their families and that are limited to one or more of the following purposes:

(A) The promotion of health and wellness, including nutrition and spiritual wellness.

(B) Education.

(C) Vocational training, skills building, or other training related to employment.

(D) Peer activities, socialization, or physical recreation.

(E) Assistance with legal issues and Federal benefits.

(F) Volunteerism.

(G) Family support services, including child care.

(H) Transportation.

(I) Services in support of one or more of the purposes specified in subparagraphs (A) through (H).

(3) A lease of real property for a term not to exceed 10 years to The Regents of the University of California, a corporation organized under the laws of the State of California, on

Sept. 29, 2016
[H.R. 5836]

West Los Angeles
Leasing Act of
2016.
38 USC 101 note.

Real property.

Regents of the
University of
California.



Draft Master Plan Implementation:

- ❑ The most critical component of the Draft Master Plan is creation of supportive housing to serve homeless and at-risk Veterans and their families
 - The Draft Master Plan contemplates a minimum of 1,200 units to meet current demand, with an additional units if future demand exists
- ❑ The Draft Master Plan also contemplates a variety of other activities, including a Town Center, Enterprise District, recreation and open space areas, and social, cultural, and family support services
- ❑ Release of the Principal Developer RFQ marks an important milestone in the ongoing implementation of the Draft Master Plan
- ❑ Engagement of an experienced and capable Principal Developer is critical to achieving VA's vision of integrating supportive housing with other Veteran-focused services



**U.S. Department of Veterans Affairs
Office of Asset Enterprise Management**

Supportive Housing Need and Support from Funding Providers and Public Officials

**Heidi Marston, Director, VA GLAHS
Community Engagement and Reintegration Services
and**

**Peter (P.J.) Stigers, Manager, VA GLAHS
Veterans Community Employee Development**



Supportive Housing Need

Supportive Housing Overview:

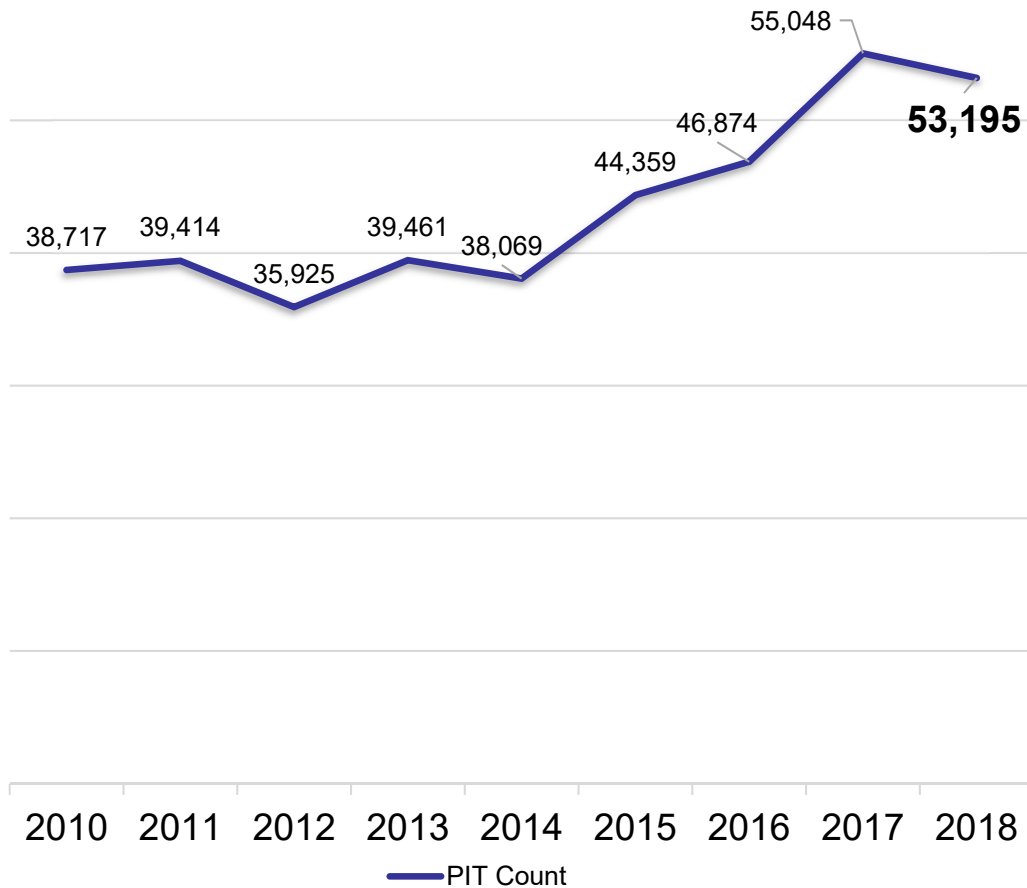
- ☐ Proven, effective means of reintegrating homeless and at-risk Veterans and their families into the community
- ☐ Addresses basic needs for housing and provides ongoing support services to residents
- ☐ Supportive services to include activities promoting:
 - health and wellness
 - education
 - vocational and employment training
 - family support services, including child care
 - transportation
 - peer activities, socialization, and/or physical recreation
 - assistance with legal issues and Federal benefits
 - volunteerism



Supportive Housing Need

People Experiencing Homelessness:

Point-in-Time (PIT) Count
County of Los Angeles



First
Decrease
in 4 Years

**County of
Los Angeles**

53,195

3% Decrease

**City of Los
Angeles**

31,516

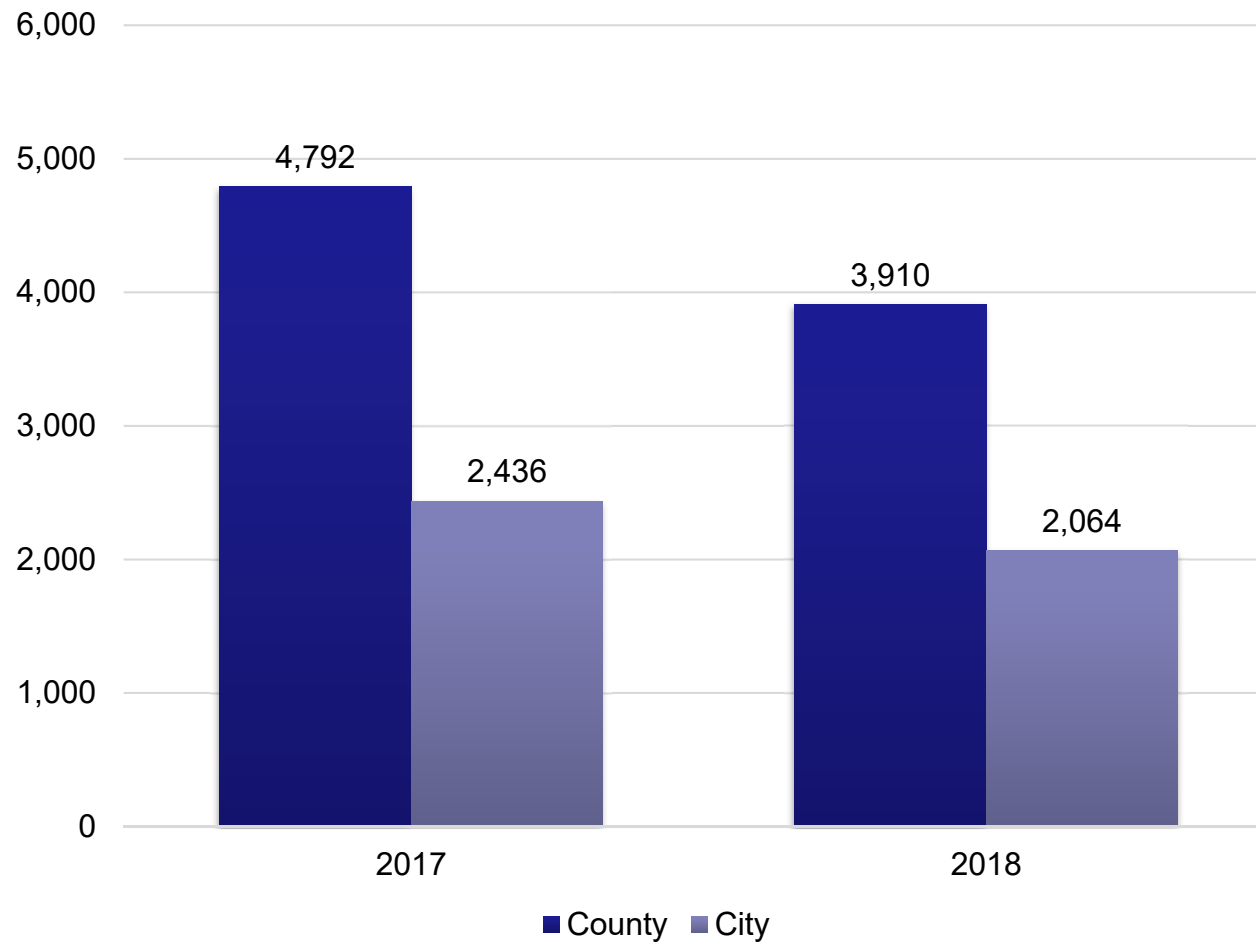
5% Decrease



Supportive Housing Need

18% Decrease in Veteran Homelessness:

Homeless Veteran Count





Supportive Housing Need

Veterans Served by GLAHS Homeless Services in FY 2018:

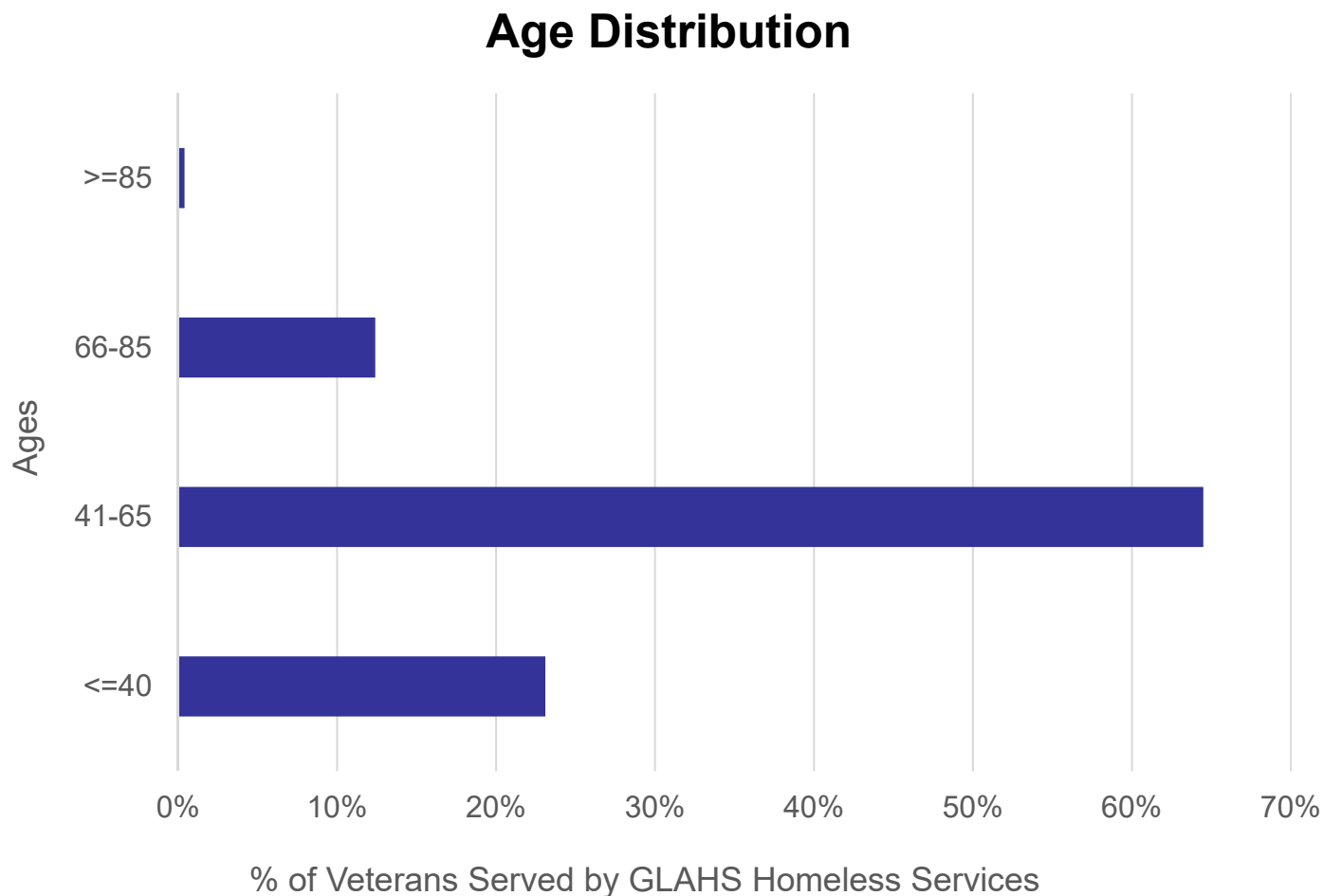
- ❑ **Gender:** Primarily male (~92%)
- ❑ **Un/Under-Employed:** ~41%
- ❑ **Race:**
 - ~46% Black or African American
 - ~41% White
 - ~3% American Indian or Alaska Native
 - ~2% Asian
 - ~1% Native Hawaiian or Other Pacific Islander
 - ~8% Unknown
- ❑ **Ethnicity:**
 - ~17% Hispanic/Latino
 - ~77% Non-Hispanic/Non-Latino
 - ~7% Unknown



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Supportive Housing Need

Veterans Served by GLAHS Homeless Services in FY 2018 *(cont'd)*:



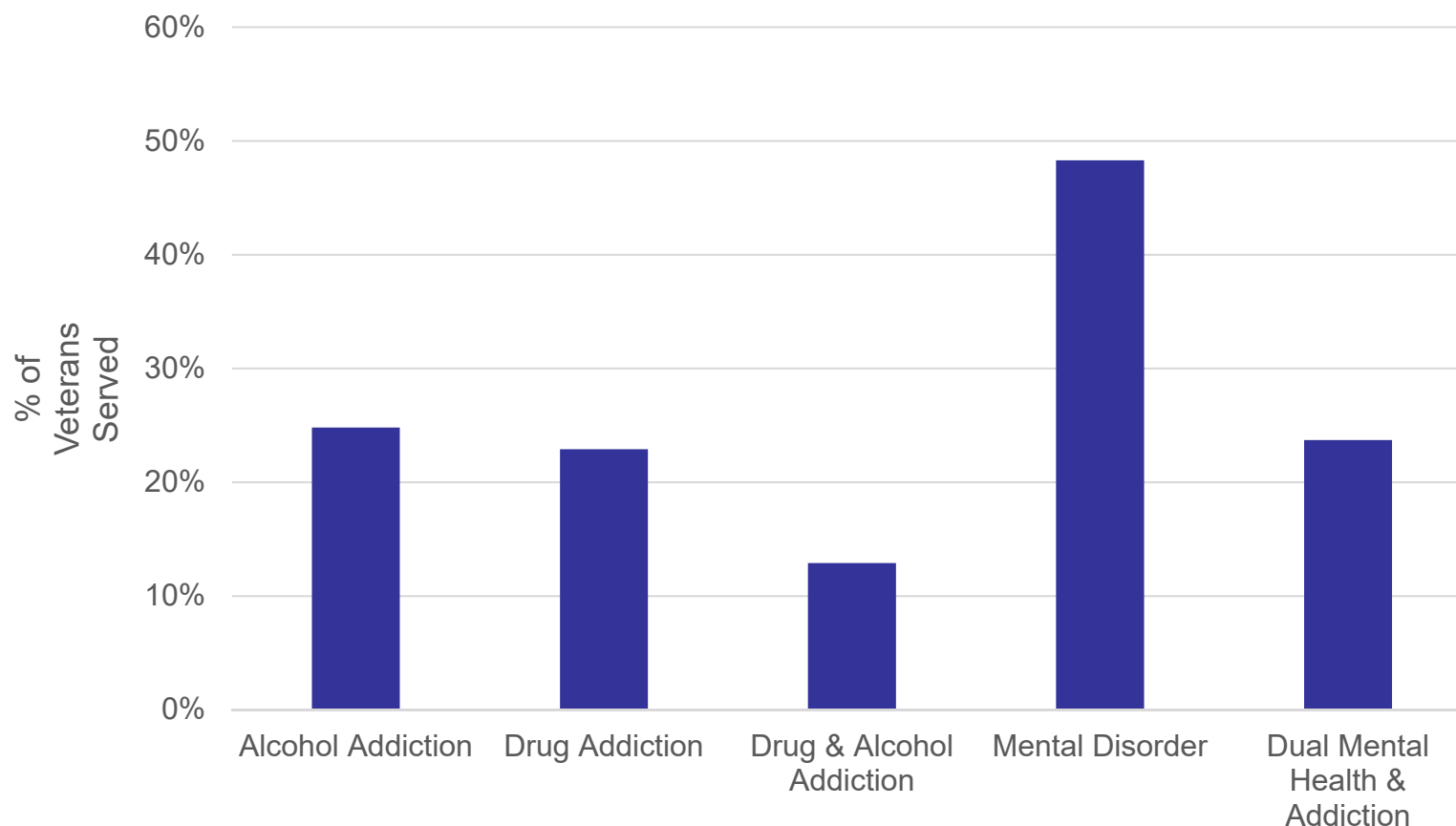
Source: VA Homeless Programs Office Commission on Accreditation of Rehabilitation Facilities (CARF) Demographics Summary 2018



Supportive Housing Need

Veterans Served by GLAHS Homeless Services in FY 2018 *(cont'd)*:

Addiction and Mental Health Status



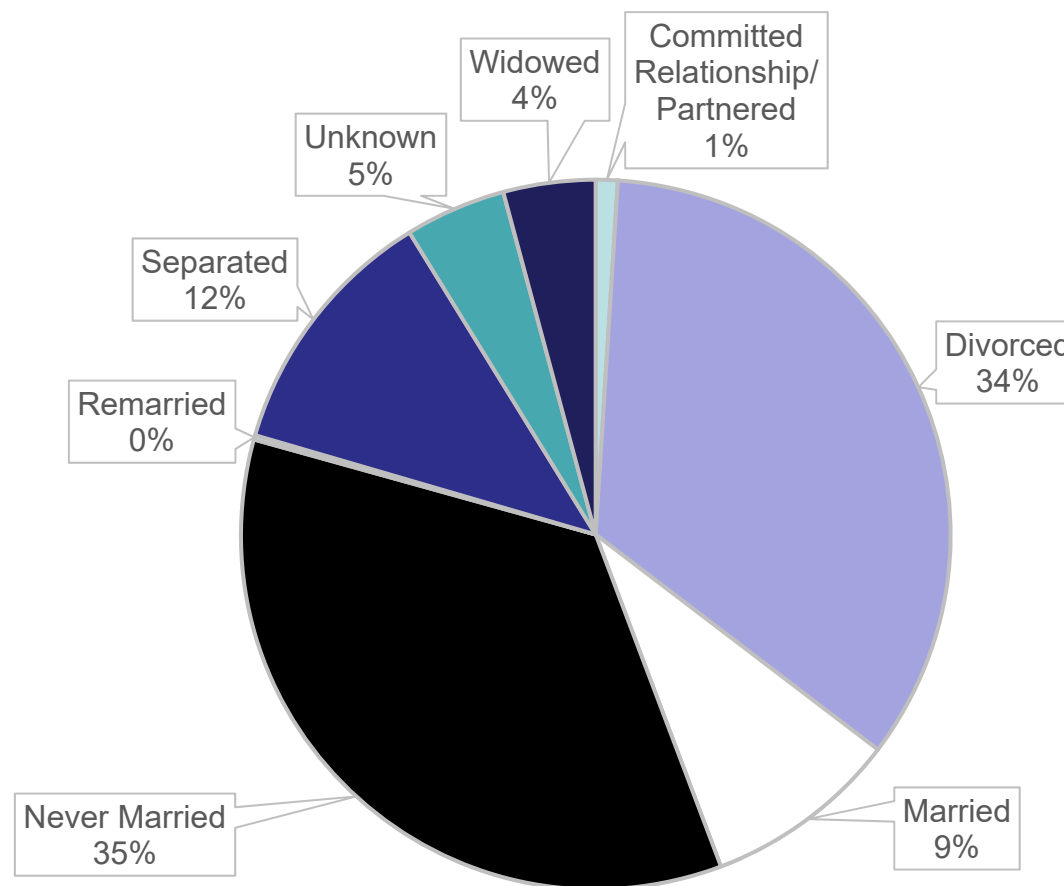
Source: VA Homeless Programs Office Commission on Accreditation of Rehabilitation Facilities (CARF) Demographics Summary 2018



Supportive Housing Need

Veterans Served by GLAHS Homeless Services in FY 2018 *(cont'd)*:

Marital Status



Source: VA Homeless Programs Office Commission on Accreditation of Rehabilitation Facilities (CARF) Demographics Summary 2018



Support: Funding Providers

Support from Selected Capital and Operating Funding Sources:

❑ City of Los Angeles

- Proposition HHH Permanent Supportive Housing Loan Program (Housing and Community Investment Department (HCID))
- HUD-VASH (Housing Authority of the City of Los Angeles (HACLA))
- Permanent Supportive Housing Project-Based Voucher (PBV) Program (HACLA)

❑ County of Los Angeles

- Measure H
- HUD-VASH (Housing Authority of the County of Los Angeles (HACoLA))

❑ State of California

- Veterans Housing and Homelessness Prevention Program (Proposition 41) (State of California Housing and Community Development)
- Low Income Housing Tax Credits (California Tax Credit Allocation Committee)



Support for VA's Principal Developer Concept:

- ❑ VA received letters of support for the Principal Developer concept in advance of the Public Hearing from numerous public officials:
 - U.S. Senator Dianne Feinstein
 - U.S. Congressman Ted Lieu
 - California State Assemblymember Richard Bloom, 50th District
 - City of Los Angeles Mayor Eric Garcetti
 - City of Santa Monica Mayor Ted Winterer
 - City of Los Angeles Councilmember Mike Bonin, 11th District
 - City of Los Angeles Councilmember Paul Koretz, 5th District



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Compliance with the National Environmental Protection Act (NEPA)

**Glenn Elliott, Environmental Officer
VA Office of Construction and Facilities Management**



Environmental Requirements:

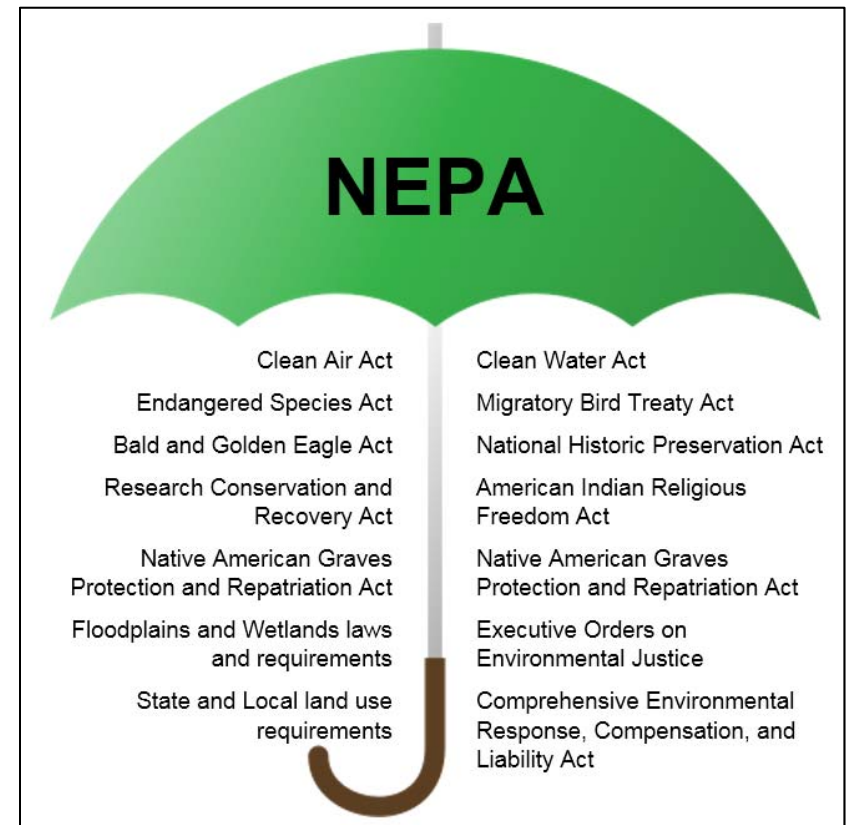
- ❑ The National Environmental Policy Act (NEPA) of 1969 requires Federal agencies to undertake an assessment of the environmental effects of their proposed actions prior to making decisions
- ❑ NEPA is an “umbrella” law for the integrated compliance with other environmental laws to comprehensively evaluate a proposed action’s potential impacts
- ❑ VA’s compliance with NEPA will include preparation of a Programmatic Environmental Impact Statement (PEIS) / Programmatic Environmental Impact Report (PEIR) that will be made available for public review and comment
- ❑ In addition to NEPA, VA and its EUL developers will comply with the National Historic Preservation Act (NHPA), California Environmental Quality Act (CEQA), and all other applicable Federal, state, and local regulations



Areas of Analysis:

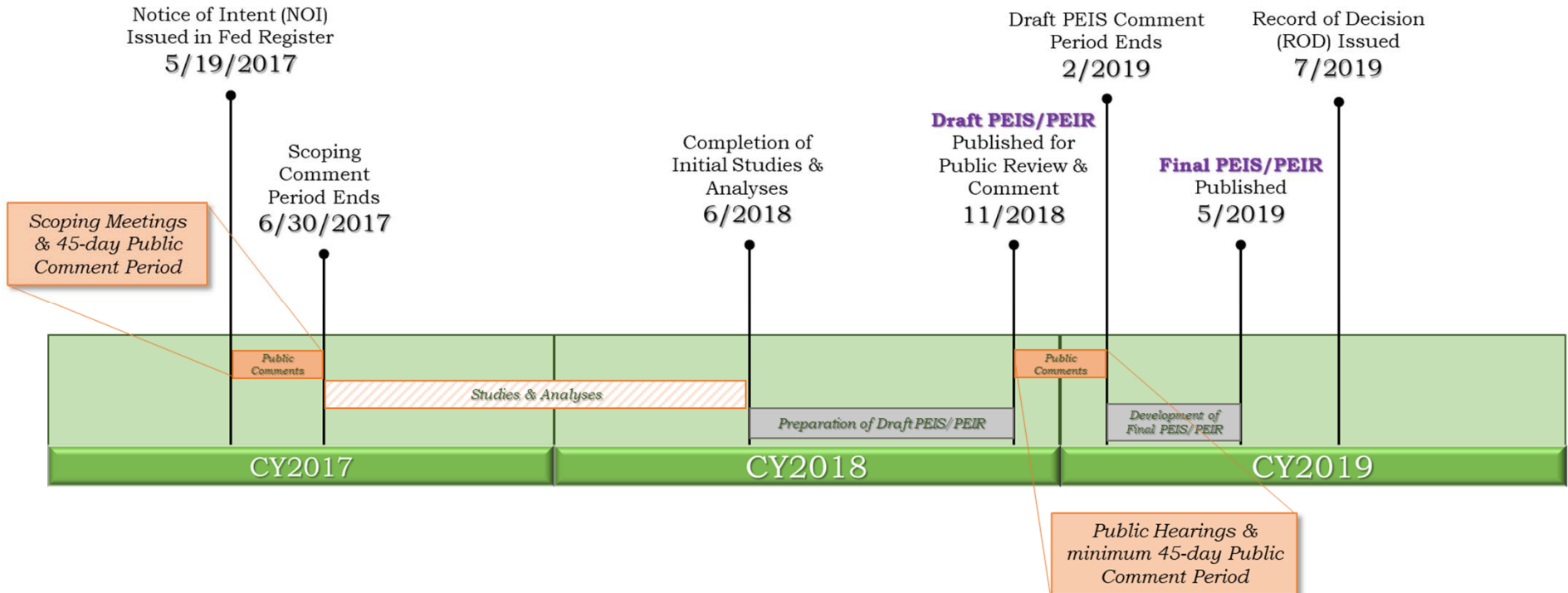
- The PEIS/PEIR will analyze various resource areas in depth. Initial studies and analyses in progress include:

- Archeological/Paleontological Study
- Cultural Landscape Survey
- Utilities
- Tree Survey
- Noise
- Historic Structures Survey
- Historic District Guidelines
- Threatened & Endangered Species
- Historic Data Compendium
- Transportation (*Traffic & Parking*) Study
- Wetlands Delineation
- Light
- Traditional Cultural Properties





PEIS/PEIR Anticipated Timeline



Note: Separate from the PEIS/PEIR, VA is also completing the NEPA Environmental Assessment (EA) for Buildings 205, 208, and 207; completion is anticipated by the end of 2018



VA's Ongoing NEPA Actions:

Environmental Assessment	PEIS/PEIR
<ul style="list-style-type: none">▪ Buildings 205 and 208 (Developer selected)▪ Building 207 (Principal Developer)	<ul style="list-style-type: none">▪ MacArthur Field (Developer Selected)▪ Future EULs (Principal Developer)

- ☐ Principal Developer's development and infrastructure recommendations would inform the PEIS/PEIR process
- ☐ For any future EULs specifically identified in the Final Master Plan, the PEIS/PEIR process will have informed the location and framework of those EULs
- ☐ As part of the PEIS/PEIR, VA is currently consulting with the California State Historic Preservation Office (SHPO) and other parties to comply with NHPA for future development activities



**U.S. Department of Veterans Affairs
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EUL Overview and Principal Developer Concept

**Edward Bradley, Acting Executive Director
VA Office of Asset Enterprise Management**



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EUL Overview

Overview

- ❑ An EUL is a VA mechanism to provide permanent supportive housing for homeless Veterans and their families
- ❑ VA enters into a long-term ground lease with a non-VA entity, who develops, builds, finances, operates, and maintains the housing
- ❑ Since 1991, VA has executed 99 EULs, which include 46 operational housing EULs nationwide containing over 2,900 units of housing

Selected California EUL Projects



Menlo Park, CA EUL Project

60 Units of Permanent Supportive Housing for
Homeless Veterans and Veterans at Risk of Homelessness



Sepulveda, CA EUL Project

149 Units of Permanent Supportive Housing for
Homeless Veterans and Veterans at Risk of Homelessness



- ❑ VA housing EULs have raised approximately \$513M of private sector capital
- ❑ Selected large scale VA housing EUL projects include:

Leavenworth, KS: Dwight D. Eisenhower VA Medical Center

- Eisenhower Ridge Association (EUL Lessee) has a 75-year lease for 38 buildings on 50 acres of land
- The lessee renovated existing buildings into 94 units of supportive housing for Veterans
- An additional 67 units are currently in development and further development is being planned



Lincoln, NE: Former VA Medical Center Campus

- Senior Foundation VA Vision, LLC (EUL Lessee) has a 75-year lease for approximately 59 acres of land and 21 buildings
- The lessee has constructed the first phase consisting of 70 units of permanent supportive housing for Veterans
- Additional housing phases, including senior supportive housing, are planned



- ❑ The Principal Developer will help VA build on early EUL successes on Campus:

Operational:

- Building 209 opened in June 2017 with 54 units

Under Negotiation:

- Buildings 205 & 208 will provide an additional ~120 units of permanent supportive housing for Veterans (Developer selected and units estimated to be operational in Spring 2020)
- MacArthur Field developer selected and development of ~150 units, pending PEIS/PEIR completion



West Los Angeles Building 209
Opened June 2017
54 permanent supportive housing units

Future:

- The Principal Developer will plan, develop, and operate at least 900 additional units of permanent supportive housing for homeless Veterans for a total of over 1,200 units of housing on the North Campus



VA EUL Authority:

- ☐ The term of an EUL may not exceed 75 years
- ☐ VA may enter into EULs only for the provision of supportive housing that principally benefits Veterans and their families
- ☐ VA may contribute minor construction funds to allow lessee to perform and complete certain work such as environmental remediation, historic reuse, and horizontal infrastructure improvements



West Los Angeles Authority for Lease of Real Property:

- ❑ The term of a lease of real property may not exceed 50 years
- ❑ VA may enter into a lease of real property to **provide services** that principally benefit Veterans and their families, limited to one or more of the following purposes:
 - The promotion of health and wellness, including nutrition and spiritual wellness
 - Education
 - Vocational training, skills building, or other training related to employment
 - Peer activities, socialization, or physical recreation
 - Assistance with legal issues and Federal benefits
 - Volunteerism
 - Family support services, including child care
 - Transportation



Principal Developer Concept

Principal Developer Role:

- ❑ Assemble a multi-faceted team to plan, coordinate, and execute all development activities:
 - Identify assets for redevelopment of new housing
 - Coordinate community/neighborhood planning
 - Address infrastructure and utility issues
 - Create phasing plan and associated timeline for completing all housing
 - Self-perform or competitively select (through RFP process) new teams to develop, finance, construct, and operate each phase of development
 - For each EUL project, team will include: developer, architect, engineering firm, general contractor, property manager, supportive services provider, legal services, historic preservation consultant, etc.
 - Team to be approved by VA
- ❑ Responsible for overall delivery of supportive housing solution

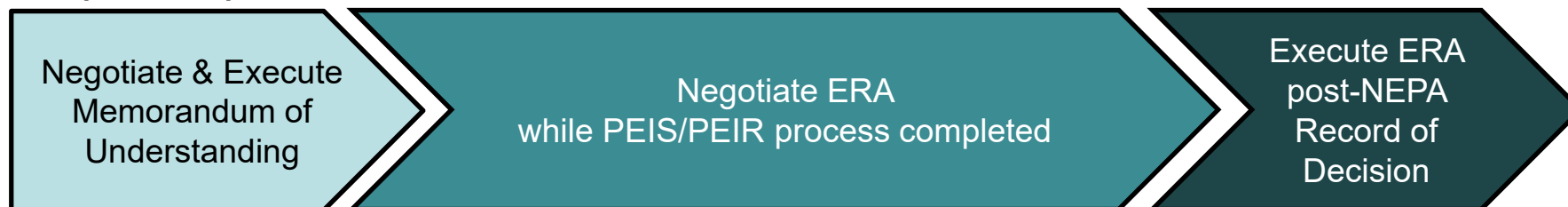


Principal Developer Concept

Exclusive Rights Agreement (ERA) Process:



Principal Developer Selection



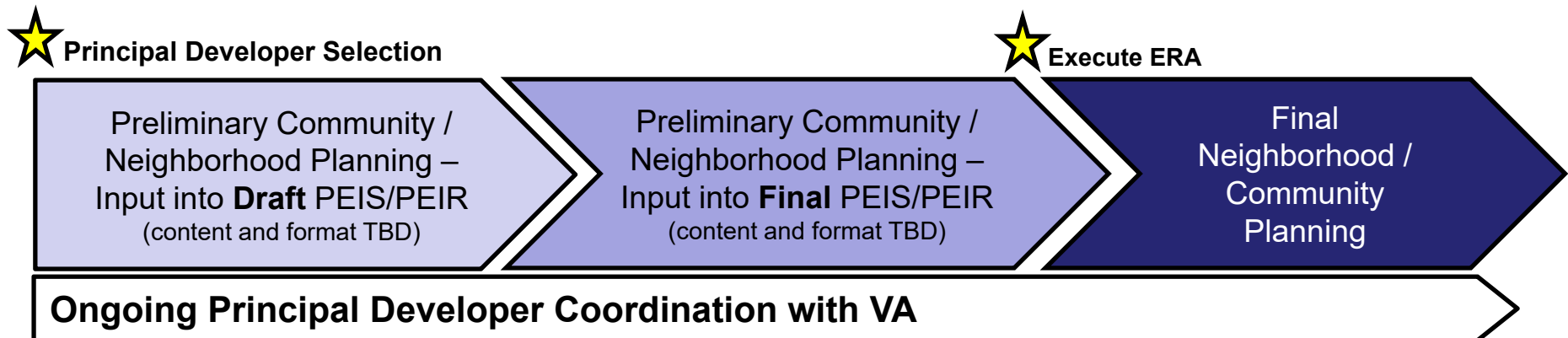
Principal Developer ERA Content:

- ☐ Principal Developer's exclusive rights for future EUL development
- ☐ Terms, conditions and rights of VA and Principal Developer
- ☐ Subject to VA approval, Principal Developer would have exclusive rights to either:
 - Self-perform future development phases under separate EULs or
 - Competitively select new team (through RFP process) to perform future development phases under separate EULs
- ☐ VA approval for subsequent EUL projects/phases, subject to VA review of proposed transaction consistent with 38 U.S.C. §§ 8161-8169 and VA Handbook 7415



Principal Developer Concept

Community / Neighborhood Planning Process:

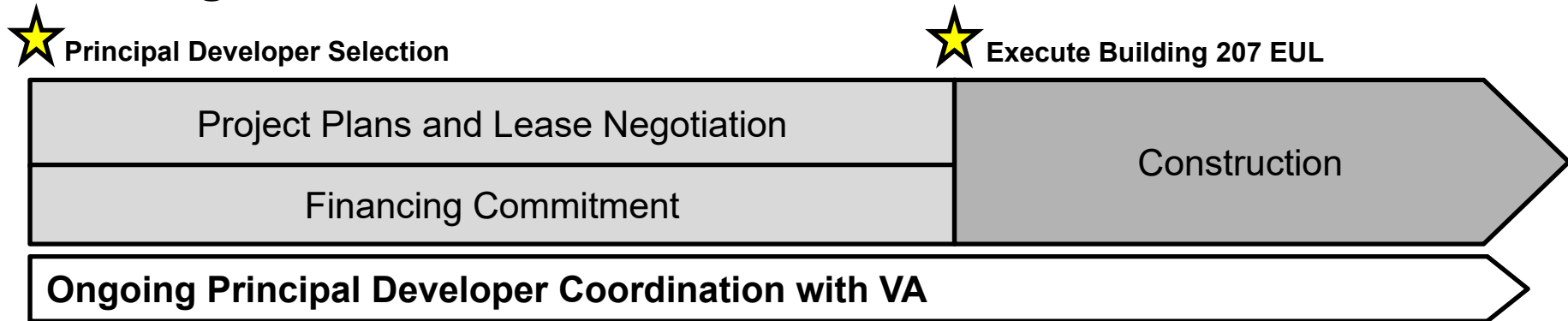


- ❑ **Goal:** Ensure realistic and financially viable development scenarios are included in PEIS/PEIR
- ❑ **Preliminary Community / Neighborhood Planning Inputs into Draft/Final PEIS/PEIR should address:**
 - EUL Asset Identification for Redevelopment
 - Parcelization / Subdivision
 - Phasing
 - Infrastructure
 - Financial Feasibility
 - Common Space / Amenities Feasibility Analysis



Principal Developer Concept

Building 207 EUL Process:



- ☐ Building 207 EUL to run parallel to Community / Neighborhood Planning process
- ☐ Building 207 EUL is not contingent on PEIS/PEIR, as NEPA Environmental Assessment for Building 207 is in progress and will be completed by end of 2018
- ☐ Timeline is subject to change based on negotiations with Principal Developer's Building 207 Team post-selection



Principal Developer Concept

Future EUL Development:

- ❑ As part of the ongoing community and neighborhood planning, Principal Developer communicates with VA and other stakeholders and refines development plans
- ❑ Principal Developer is responsible for ensuring that each individual project is integrated into the housing community and pays its fair share of common area and maintenance costs
- ❑ For each subsequent phases/projects, Principal Developer Team or competitively selected new teams will undertake the below steps

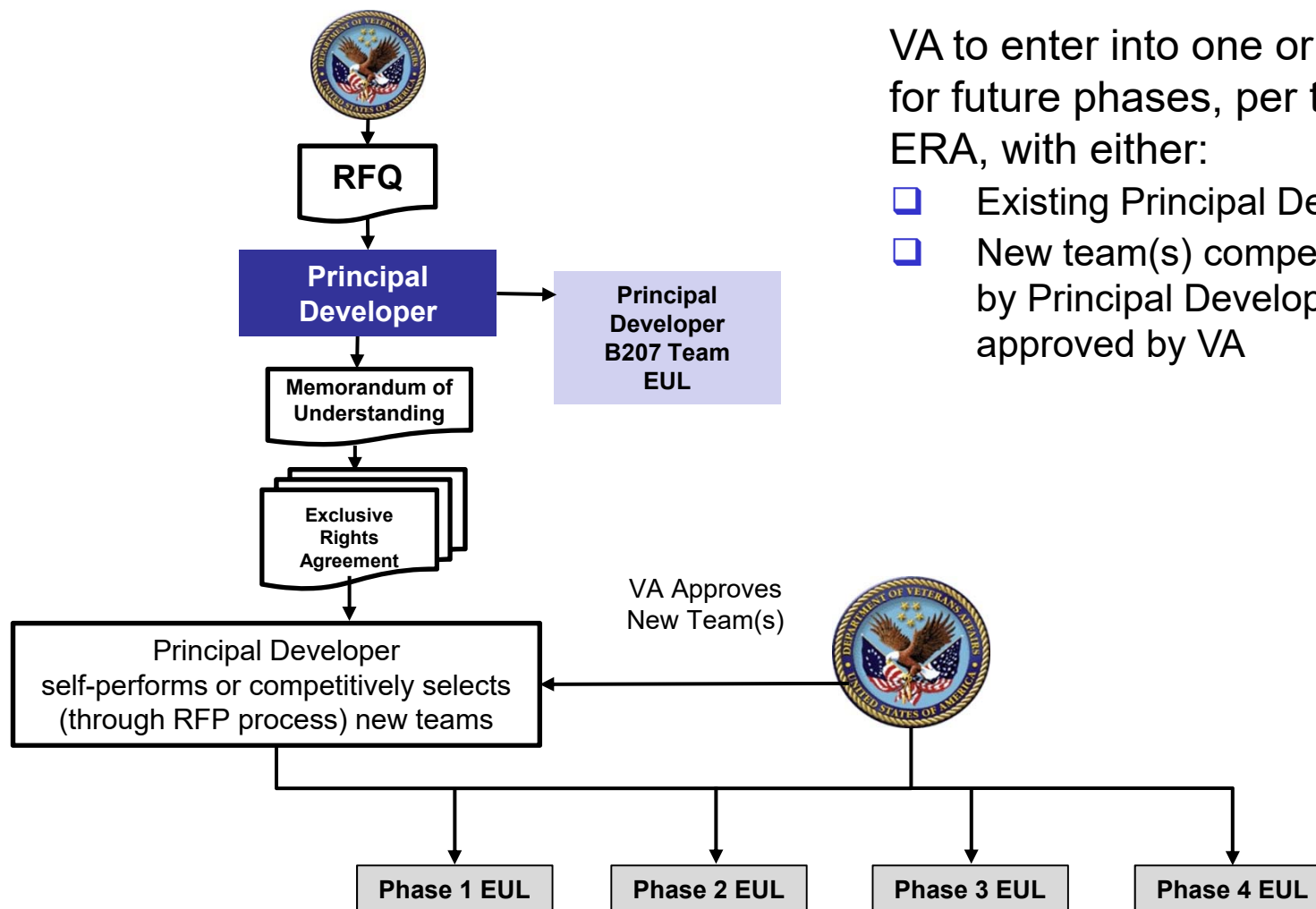
Project-Specific Process:





Principal Developer Concept

Sample Transaction Structure:



VA to enter into one or more EULs for future phases, per terms of the ERA, with either:

- ☐ Existing Principal Developer Team or
- ☐ New team(s) competitively selected by Principal Developer and approved by VA

Note: Number of EULs/phases and associated timelines are TBD.



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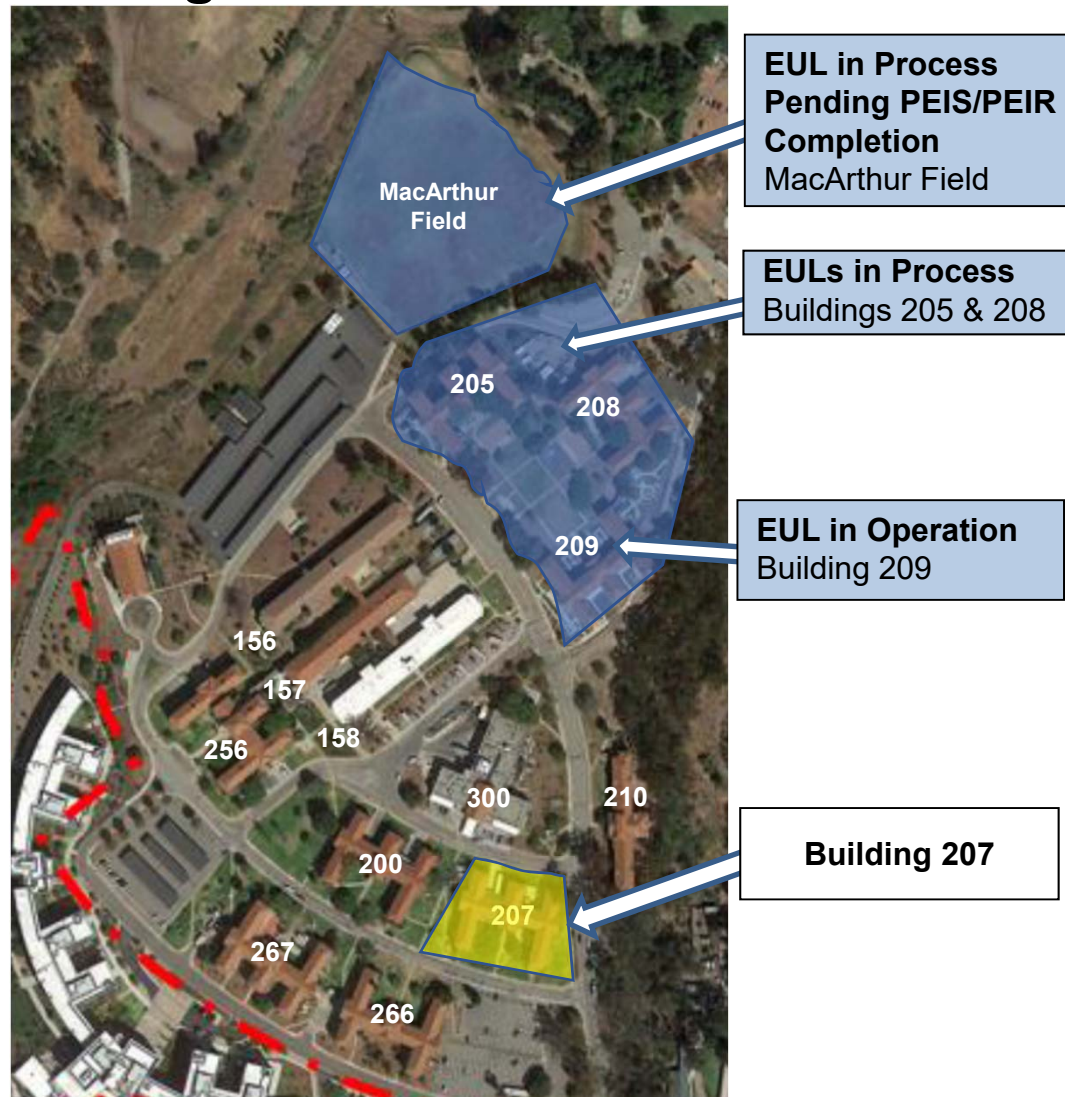
Building 207 and Additional Assets to be Developed

**Marc Waddill, Managing Director
The Craddock Group, LLC (SDVOSB)**



Building 207

Building 207 Location and Site Overview:



- ❑ Located on the northern half of the Campus
- ❑ Approximately 1.5 acres of relatively flat land
- ❑ Building is a contributing historic resource
- ❑ 51,010 Gross Square Feet
- ❑ Year Built: 1940



Building 207 Information:

- ☐ Most Recent Use:
Supportive Housing
- ☐ Building 207 will require extensive renovations, to include any hazardous materials abatements (asbestos and potential lead paint) and seismic correction work
- ☐ The finishes, mechanical, and electrical systems are deteriorated and beyond their useful life



Building 207



Other Considerations:

- ☐ **Access:** Site can be accessed by vehicles directly from Bonsall Avenue, and the lessee shall have a non-exclusive right to other GLAHS roads that lead to Site
- ☐ **Utilities:** Lessee must pay for all utilities either through separate metering or reimbursement of VA
- ☐ **Environmental:**
 - NEPA Environmental Assessment (EA) in progress
 - Will be completed before EUL execution
 - As part of the EA, VA has begun consultation pursuant to Section 106 of the NHPA and will execute a Memorandum of Agreement with the California SHPO
 - It is expected that the Principal Developer would share its proposed designs at the point of 65% completion with the SHPO
 - Principal Developer's Building 207 Team is required to comply with any and all CEQA requirements



U.S. Department of Veterans Affairs
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Draft Master Plan Conceptual Framework

GLAHS West Los Angeles Campus Draft Master Plan:



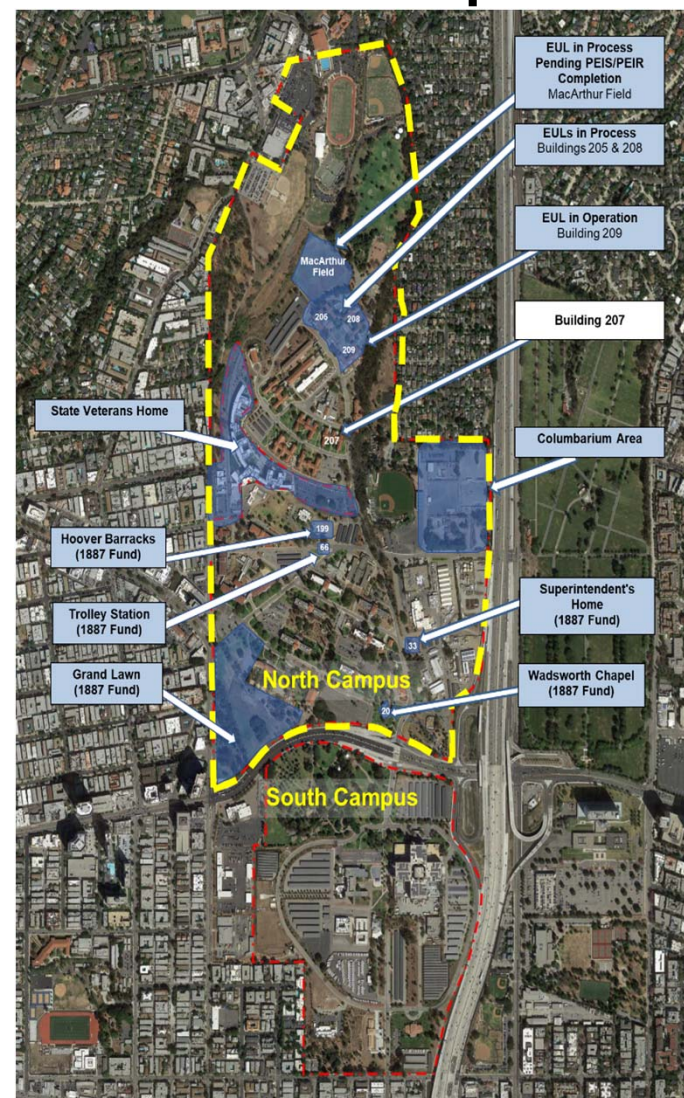
- ❑ **Conceptual framework** with guidelines and principles for development
- ❑ Graphics are for illustrative purposes only and are **NOT** intended to be a detailed land use, zoning, or development plan
- ❑ **Further due diligence and detailed planning needed on a project-by-project basis** for the permanent supportive housing development



Additional Assets to be Developed

Additional Potential North Campus Assets to be Developed:

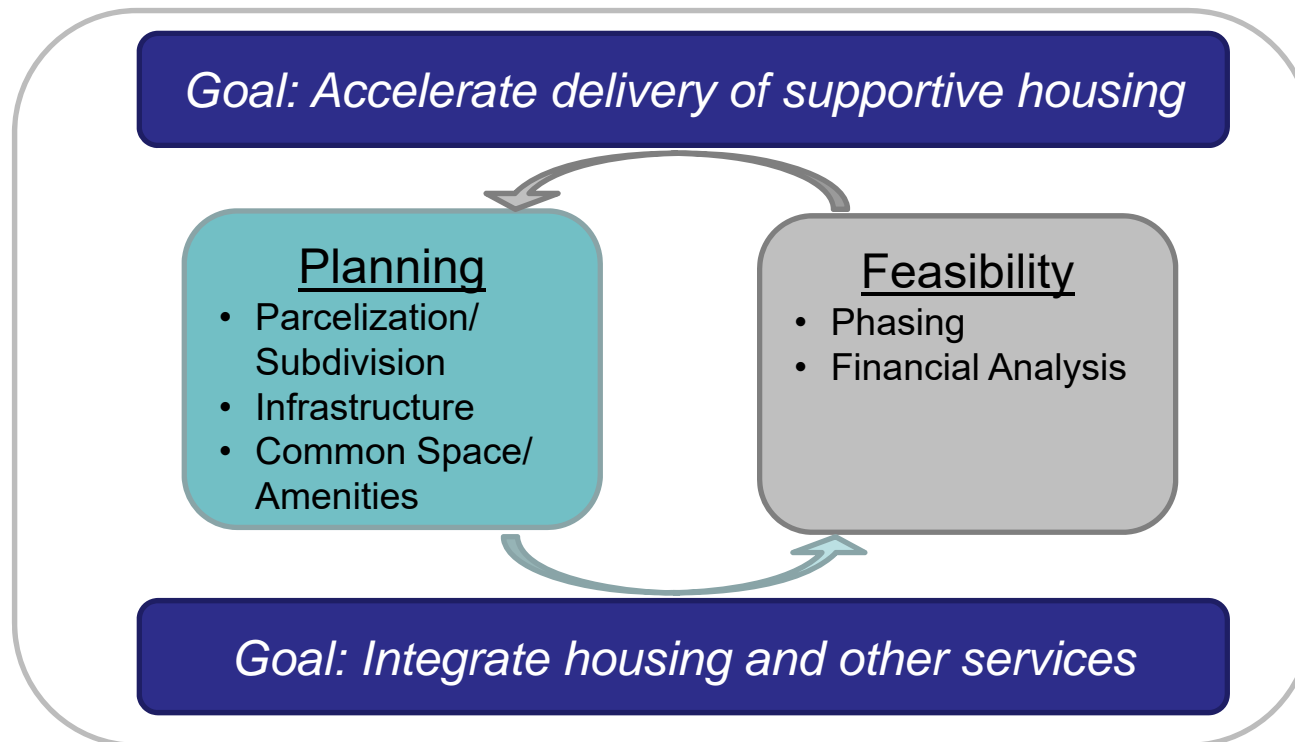
- ❑ Evaluate all North Campus assets for potential redevelopment into supportive housing units, subject to VA approval, with the exception of those noted in RFQ Attachment C
- ❑ As part of the Community / Neighborhood Planning, Principal Developer will work with VA to evaluate these assets based on:
 - Asset availability
 - Cost effectiveness
 - Consistency with PEIS/PEIR and Draft Master Plan
 - VA operations
 - Existing possessory use agreements
 - EULs in operation and development





Additional Assets to be Developed

Community / Neighborhood Planning:



Available Resources:

- ☐ Draft Master Plan
- ☐ PEIS/PEIR studies
- ☐ Infrastructure drawings
- ☐ Additional asset analyses and related information

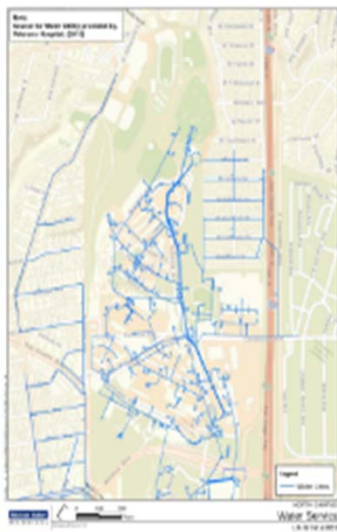


Additional Assets to be Developed

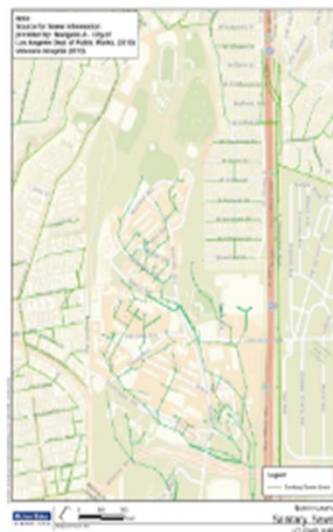
Infrastructure Plan:

- Principal Developer to prepare an initial infrastructure concept as part of the Preliminary Community / Neighborhood Planning to support North Campus housing (including financial feasibility and responsibility)
- Following execution of the ERA, Principal Developer to prepare a more detailed infrastructure plan related to future EUL development as part of the Final Community / Neighborhood Planning

Domestic
Water



Sanitary
Sewer



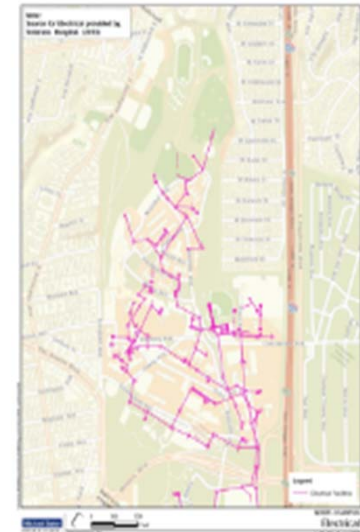
Storm
Drainage



Central Utility
Distribution
(Steam)



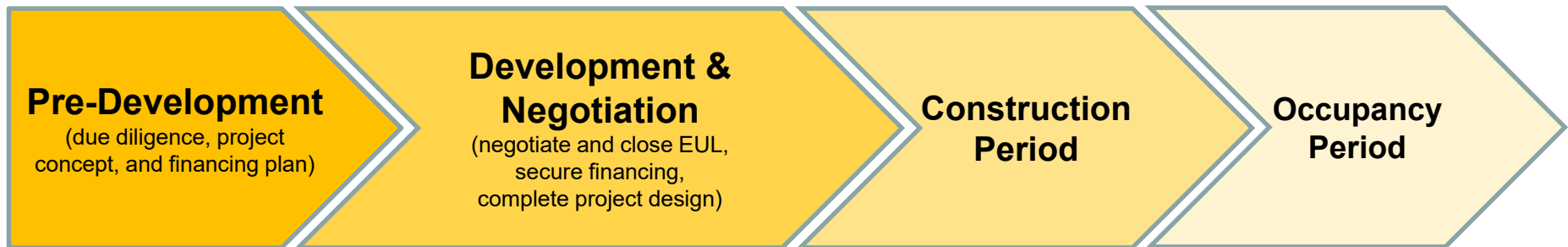
Electric
Distribution





Additional Assets to be Developed

Implementation:



- ☐ Development process for each EUL based on agreed upon phasing and parcelization plans
- ☐ Concurrent, sequential, and/or parallel
- ☐ Implementation to be done by Principal Developer Team or new teams, which have been competitively selected by Principal Developer
- ☐ Ongoing operations and maintenance and coordination among projects
- ☐ Principal Developer is responsible for ensuring that each individual project is integrated into the housing community and pays its fair share of common area and maintenance costs



**U.S. Department of Veterans Affairs
Office of Asset Enterprise Management**

Solicitation Response Requirements

**Paul Macpherson, Director
VA Office of Asset Enterprise Management,
Investment Enterprise Development Service**



U.S. Department of Veterans Affairs
Office of Asset Enterprise Management

Solicitation Response Requirements

Compliance with Statutory Solicitation Set-Aside Requirements:

- ☐ VA published a Sources Sought notice on FedBizOpps on May 29, 2018
 - Purpose of the notice was to see if two or more qualified Veteran owned small businesses (VOSBs) could perform as a Principal Developer
 - Notice closed June 19, 2018
- ☐ Based on responses received to the Sources Sought notice, this Request for Qualifications (RFQ) is a **full and open competition**



Solicitation Response Requirements

Solicitation Goals:

- ☐ Select the most highly qualified Principal Developer Team to create, evaluate, and implement housing scenario(s) for the North Campus, as well as execute the Building 207 development
- ☐ Enable VA to select the best possible Offeror, while taking into consideration:
 - Level of effort required to respond required to respond
 - Uncertainties surrounding project

Solicitation Approach:

- ☐ Evaluate responses using **five equally weighted factors** (see next slide) that take into consideration VA's goals and objectives, required skill sets, and the pre- and post-PEIR/PEIS scopes of work
 - Three factors are qualifications-based (master development, affordable/ supportive housing, and financial wherewithal)
 - Two factors are project-based (management plan and Building 207 plan)



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Solicitation Response Requirements

Response Content (RFQ Section 8.8):

Section #	Section Name and Subsections	Page Limit
NA	Cover Letter (including Background and Administrative Information)	5 pages
1	Management Plan A. Team Composition, Structure, and Subcontractor Management Approach B. Key Personnel C. Understanding of Requirements, Principal Developer Technical Approach, and Timeline D. Community Relations Experience, Strategy, and State/Local Government Support E. Small Business Participation and Veteran Hiring	25 pages (includes resumes)
2	Neighborhood Planning and Master Development Qualifications, Experience, and Past Performance A. Qualifications and Experience B. Past Performance	10 pages
3	Affordable and Supportive Housing Development and Operations Qualifications, Experience, and Past Performance A. Development Qualifications and Experience B. Development Past Performance C. Management and Operations Qualifications and Experience D. Management and Operations Past Performance	20 pages
4	Financial Wherewithal and Experience Securing Financing A. Financial Wherewithal B. Experience Securing Financing	15 pages (excl. financial statements)
5	Building 207 Plan A. Building 207 Team Qualifications B. Building 207 Project Description and Development Concept C. Building 207 Financing Plan D. Building 207 Timeline E. Building 207 Property Management and Supportive/ Resident Services Plan	25 pages
Appendix A	Financial Statements and Auditor's Opinion Letter	No limit
Appendix B	Explanation of any legal issues (if any)	No limit



Solicitation Response Requirements

Helpful Hints

- ☐ Read all requirements and follow RFQ instructions (Section 8.8) in structuring your response
- ☐ Emphasize content over “gloss”
- ☐ Page limits identified in RFQ Section 8.8 are a limit, not a goal
- ☐ Clearly identify roles of team members and how entities will work together
- ☐ Provide relevant projects that mirror the Principal Developer scope in magnitude and complexity – be specific as to why you’ve selected the projects
- ☐ Consider VA development objectives
- ☐ Fully explain the Offeror’s current legal status, a corporation, partnership, limited liability company, joint venture, other entity



Solicitation Response Requirements

Factor 1: Management Plan

- ❑ Assessment of extent that Offeror's overall management plan reflects a clear understanding of the Principal Developer's role and responsibilities
 - Subfactor 1A: Team Composition, Structure, and Subcontractor Management
 - Subfactor 1B: Key Personnel
 - Subfactor 1C: Understanding of Requirements, Principal Developer Technical Approach, and Timeline
 - Subfactor 1D: Community Relations Experience, Strategy, and State/Local Government Support
 - Subfactor 1E: Small Business Participation and Veteran Hiring



Solicitation Response Requirements

Factor 2: Neighborhood Planning and Master Development Qualifications, Experience and Past Performance

- ☐ Subfactor 2A: Neighborhood Planning and Master Development Qualifications and Experience – demonstrated expertise and experience in:
 - Neighborhood planning and master developing comparable large-scale real estate development projects
 - Adaptive reuse of historic structures
 - Large metropolitan areas (Greater Los Angeles area preferred)
 - Working with Federal, state, and local government entities (work with VA and California entities preferred)
- ☐ Subfactor 2B: Neighborhood Planning and Master Development Past Performance:
 - Proven track record as demonstrated by example projects of similar size and scope to the Principal Developer scope
 - At least one project should be a currently-operating development in a large metropolitan area (Greater Los Angeles area preferred)



Solicitation Response Requirements

Factor 3: Affordable and Supportive Housing Development and Operations Qualifications, Experience, and Past Performance

- ❑ Subfactor 3A: Affordable and Supportive Housing Development Qualifications and Experience
 - Expertise and experience developing affordable and supportive housing
 - Experience with adaptive reuse of historic structures
 - Experience in large metropolitan areas (Greater LA area preferred)
 - Experience working with Federal, state, and local government entities (work with VA and California entities preferred)
- ❑ Subfactor 3B: Affordable and Supportive Housing Development Past Performance
 - Proven track record of successfully developing affordable and supportive housing projects of similar size, and scope to the supportive housing to be developed on the Campus, in large metropolitan areas (Greater Los Angeles area preferred)
 - Successful completion of adaptive reuse of historic properties



Solicitation Response Requirements

Factor 3: Affordable and Supportive Housing Development and Operations Qualifications, Experience, and Past Performance *(cont'd)*

- ☐ Subfactor 3C: Affordable and Supportive Housing Management and Operations Qualifications and Experience
 - Experience managing and operating affordable and supportive housing
 - Experience in large metro areas (Greater Los Angeles area preferred)
 - Experience working with Federal, State, and local government entities (work with VA and California entities preferred)
 - Track record of working with qualified property management and supportive services providers and their associated qualifications and experience
- ☐ Subfactor 3D: Affordable and Supportive Housing Management and Operations Past Performance
 - Proven track record of successfully managing and operating affordable and/or supportive housing projects of similar size and scope to the supportive housing to be developed on the Campus, in large metro areas (Greater Los Angeles area preferred)



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Solicitation Response Requirements

Factor 4: Financial Wherewithal and Experience Securing Financing

- ☐ Subfactor 4A: Financial Wherewithal
 - Demonstrated financial wherewithal and current financial capacity to successfully execute a project of this size, scope and complexity
- ☐ Subfactor 4B: Experience Securing Financing
 - Proven track record of directly securing traditional and non-traditional affordable housing financing for similar large-scale affordable and/or supportive housing communities



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Solicitation Response Requirements

Factor 5: Building 207 Plan

- ❑ Evaluation of the feasibility of the Building 207 Team's overall Building 207 plan for development
 - Subfactor 5A: Building 207 Team Qualifications
 - Subfactor 5B: Building 207 Project Description and Development Concept
 - Subfactor 5C: Building 207 Financing Plan
 - Subfactor 5D: Building 207 Timeline
 - Subfactor 5E: Building 207 Property Management and Supportive/Resident Services Plan



Solicitation Response Requirements

Principal Developer and Building 207 Solicitation:

- ☐ VA released RFQ on July 2, 2018
 - To access RFQ and attachments, go to www.fbo.gov
 - Search Solicitation Number: 36E7718Q9061
- ☐ RFQ seeks competitive responses from Offerors to develop at least 900 units of supportive housing for homeless and at-risk Veterans and their families on GLAHS' North Campus, starting with Building 207, utilizing VA's EUL authority
- ☐ RFQ questions are due to VA on **Tuesday, July 17, 2018 by 5:00pm PT**
- ☐ VA will publish the questions and answers and any other modifications to the RFQ through amendments that will be posted on FBO
- ☐ RFQ responses are due to VA on **Friday, August 24, 2018 by 12:00pm PT**



**U.S. Department of Veterans Affairs
Office of Asset Enterprise Management**

Questions & Answers Panel

**Meghan Flanz
Heidi Marston
Peter (P.J.) Stigers
Ed Bradley
Paul Macpherson
Glenn Elliott**



Industry Forum Purpose

- ❑ The purpose of this Industry Forum is for the Department of Veterans Affairs (VA) to provide information about the pending Request for Qualifications (RFQ) for a Principal Developer to develop and operate at least 900 units of permanent supportive housing for homeless and at-risk Veterans and their families on the Greater Los Angeles Healthcare System's (GLA) West Los Angeles Campus
- ❑ The Industry Forum serves as a pre-bid conference to clarify the information provided in the RFQ
- ❑ Like the Public Hearing VA held on April 26 to announce its intent to solicit a Principal Developer for the West Los Angeles Campus and an Enhanced-Use Lease (EUL) to provide permanent supportive housing in Building 207, this Industry Forum is focused on VA's EUL authority, and is not intended to serve as a public forum for concerns unrelated to that authority
- ❑ Inquiries or concerns related to other subject matter should be submitted during other appropriate forums (e.g., at GLA's next Veteran Town Hall, which is scheduled to be held on July 25 from 5:00 to 6:30 p.m. on the West Los Angeles Campus) or by visiting <https://www.losangeles.va.gov/>



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Additional Information

West Los Angeles Principal Developer and Building 207 RFQ Information:

☐ Accessing RFQ:

- Go to www.fbo.gov
- Search for Solicitation Number: 36E7718Q9061

Note: Industry Forum slides and RFQ Q&A will be published on the www.fbo.gov solicitation page, as well as the GLAHS website

☐ Questions regarding RFQ – Contact:

- Kelli Emery (kelli.emery@va.gov)
- Marc Waddill (marcellus.waddill@va.gov)

☐ Building 207 and Principal Developer Public Hearing:

- https://www.losangeles.va.gov/documents/VA_Public_Hearing_EUL_04_18.pdf
- https://www.losangeles.va.gov/documents/WestLABuilding207PHQuestionsReceived-10May2018FINAL_R1.pdf

VA EUL Program:

☐ VA EUL Program: <http://www.va.gov/AssetManagement/>

☐ EUL Videos

- <https://www.youtube.com/watch?v=j-lyHQqtC1E>
- <https://www.youtube.com/watch?v=2GEdFc9Q1tc>
- <https://youtu.be/kxwtzglkdo8>

GLAHS Information:

☐ GLAHS: <http://www.losangeles.va.gov/>

☐ West Los Angeles Master Plan: <http://www.losangeles.va.gov/masterplan/>

Other Questions (unrelated to RFQ) – Contact:

☐ Erik Gutierrez (erik.gutierrez@va.gov)



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Networking



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Thank You!