



ADDENDUM #1

Competitive Proposal RFP # 1965-21 LIPH Change Management Consultant

Original Notice of RFP Issued on: January 26, 2021

Response Due Date: February 11, 2021

PROPOSAL DATE EXTENDED: February 16, 2021

February 9, 2021

To All Prospective Respondents:

The purpose of this addendum is to extend the Proposal Due Date from Thursday, February 11, 2021 at 2:00 PM to Tuesday, February 16, 2021 at 2:00 PM and to provide answers to questions raised by potential respondents.

POTENTIAL RESPONDENT QUESTIONS AND ANSWERS:

QUESTION 1: Do you have any management software currently in use to assist with tenant management, work request intake and scheduling, vacancy turnovers, preventative maintenance, standardized inspection tools?

ANSWER: The Authority currently uses Emphasys Elite for all of these functions.

QUESTION 2: In the RFP Section 2, item a is asking for an evaluation of current plans. Please define what these plans include.

ANSWER: As indicated in Section 2 of the RFP, the Authority is currently operating with a fairly centralized occupancy and field operations division. The plan is to decentralize certain of those responsibilities and for individual property managers to take on additional responsibility to provide a more efficient operational approach. The Authority is seeking assistance in the fine tuning of the effort, a phased approach to implement and assistance in carrying out implementation.

QUESTION 3: What specific concerns have been raised by HUD, or other regulatory bodies, which require corrective action by HHA?

ANSWER: As indicated in Section 2 of the RFP:

The HACH portfolio occupancy rate is currently 87% with approximately 70 units in need of vacant unit preparation. As a result of its occupancy rate HACH is currently working on a corrective action plan with HUD Hartford to improve its occupancy rate. HACH is also working on a REAC corrective action plan to improve scores for certain developments in its portfolio.

The scores referenced in the REAC corrective action plan relate to the condition of certain properties in the HACH portfolio.

QUESTION 4: Are there more details on the organization structure, i.e., an org chart? Also, are there vacancies currently in the hiring process?

ANSWER: The org chart is attached to this addendum. There is a vacancy for a waitlist specialist which is currently advertised and operations is interviewing for an assistant property manager anticipated to be hired on a temporary basis. No other vacancies are currently in the hiring process.

QUESTION 5: Are there more details related to the property portfolio, such as a condition analysis or some sort of master plan which might depict levels of deferred maintenance?

ANSWER: There is not a current comprehensive condition analysis for the HACH portfolio. In tandem with this effort the Authority is working toward scheduling and carrying out a full portfolio inspection utilizing the HUD UPCS standards for all units. The vendor for that effort has already been identified and is under contract.

QUESTION 6: In addition to the residential property, are there other assets that require management such as a vehicle fleet, tools/equipment, parts/supplies etc.?

ANSWER: Not at this time. Part of the transition to a more decentralized approach may involve the establishment of “mini warehouses” at some of the Authority larger developments, these will be established as an extension of the current Authority warehousing operation.

QUESTION 7: Related to the reference to Section 504, can you provide some insight or a summary of the grievances over the last calendar year? Specifically, were the grievances related to a failure to respond to documented accessibility concerns?

ANSWER: No, the Authority utilizes a centralized approach to responding to issues arising under Section 504. The Authority responds to all Section 504 issues in a timely manner currently and is open to potentially decentralizing this approach if it makes operational sense to do so. The Authority only sees a very few actual grievances per year and these are usually limited to failure to recertify, unreported income situations, waitlist denials and similar situations. These are all dealt with timely.

QUESTION 8: Do you have information related to standard training programs or protocols to ensure compliance with the Uniform Physical Condition Standards (UPCS), and other regulatory obligations?

ANSWER: The Authority has current operations, occupancy and maintenance policies and procedures in place.

QUESTION 9: What is your budget range for this scope of work?

ANSWER: The Authority has performed a cost estimate but does not believe it would be in the best interest of the Authority to share that estimate at this time.

QUESTION 10: Would your current COO be available for questions and support after the March 5 date?

ANSWER: Potentially. The Authority would anticipate her involvement on a daily basis until her departure on March 5. It is possible that she may make herself available after that date.

QUESTION 11: Can HACH confirm the applicability of the "General Conditions for Non-Construction Contracts" attachment and whether those General Conditions and the "Special Conditions for Non-Construction Contracts" are negotiable?

ANSWER: The General Conditions are not negotiable. The Special Conditions may be to a limited extent. Any deviations from the Special Conditions must be stated in the vendor's response to the RFP and will be considered by the Authority on a case-by-case basis.

QUESTION 12: Has the future state organization structure for the Field and Occupancy divisions been determined? If so, can this be shared? If one has not been determined, are you looking for consulting services to assist with developing a future state organizational structure?

ANSWER: See the answer to Question 2.

QUESTION 13. Will HACH be responsible for extracting reports from the ERP system? Will HACH have an ERP subject matter resource available to help validate that the reporting metrics are able to be exported?

ANSWER: HACH will be responsible for extracting what reports it can from the ERP system. HACH will provide personnel with ERP experience to assist in exportation of metrics where applicable.

QUESTION 14. At what capacity are HACH resources available to contribute and work on this project? Are there any other large projects currently ongoing or planned to kick-off within the next year that may introduce resource constraints to the reorganization efforts?

ANSWER: This is an extremely high priority project for HACH and it will make sure that adequate resources are available at all times to facilitate reorganization efforts.

QUESTION 15: Are there communication standard operating procedures and guidelines in place within the Field and Occupancy divisions at HACH today?

ANSWER: There are not any formal communication operating procedures in place at this time.

QUESTION 16: What are the responsibilities of the non-profit management corporation (currently reporting to the COO role) to HACH?

ANSWER: The non-profit management corporation currently operates 88 units of low-and moderate-income housing in the City of Hartford. The units are ground leased to a separate non-profit corporation. Both are instrumentalities of the Authority. The Authority provides back office and other support services to both corporations.

QUESTION 17: Will any formal role documentation/transition planning activities for the COO role have begun by the award date of this contract?

ANSWER: Yes. Some formal documentation/transition planning activities have taken place.

QUESTION 18: Are any other consulting organizations are working with HACH and what will be their role on the project? Are they eligible to respond to this RFP?

ANSWER: Yes, the Authority has a housing consultant currently under contract. They are free to respond to this solicitation as a separate engagement.

QUESTION 19: Does HACH find it acceptable or preferable from a cost savings perspective, or as a result of COVID-19, that the selected consultant perform much of the work through virtual interactions with HACH stakeholders?

ANSWER: Virtual interactions with stakeholders are certainly preferable wherever possible for the reasons described. The Authority does anticipate some physical presence particularly at the beginning of the engagement to get a sense of the Authority, its properties and its operations and a bit later in the process to gauge condition improvement and staff efficiency as a result of plan implementation.

QUESTION 20: How did HACH arrive at the 1-year estimate for the needed project management and change management consulting services?

ANSWER: The Authority utilized past data from other project managed projects to make the estimate.

QUESTION 21: Will this project consultant role report to a steering committee or to a specific role?

ANSWER: Steering committee consisting of senior executive staff including the Executive Director.

QUESTION 22: Is HACH looking for the consultant to develop COO transition, organizational structure related communications, and communications related to the occupancy rate improvement initiative and REAC corrective action plan implementation?

ANSWER: COO transition communications to staff have already been undertaken. The Authority is not seeking public relations style messaging assistance with internal stakeholders. The Authority may ask the successful vendor to be engaged with the HUD Hartford office alongside the Authority from time to time should it be beneficial to keep HUD Hartford up to date on progress.

QUESTION 23: A “phased approach to implementation” is mentioned. What is the timeline and target start date? What are the key milestones?

ANSWER: Target start date is as soon as possible following contract award. The Authority currently anticipates completing the transition in approximately 9 months. Key milestone establishment is part of the scope of services to be completed by the vendor.

QUESTION 24: Will an agile, waterfall, or hybrid project approach be used?

ANSWER: The Authority is generally indifferent to project management approach. Please describe your approach in your response.

QUESTION 25: Has the current COO started to transition their responsibilities to another role or roles? Has any knowledge transfer documentation been started?

ANSWER: As has been previously mentioned, some knowledge transfer documentation has been started. The Authority has not decided whether or not it will continue to utilize the COO position as it is currently formulated. Some responsibility delegation has occurred, but is not complete.

QUESTION 26: What support will be provided to help newly formed or impacted teams adopt to the organizational changes?

ANSWER: Authority management at all levels will support adoption of organizational change.

QUESTION 27: What change management methodologies, if any, are currently utilized across the organization?

ANSWER: No formal change management methodologies are utilized across the organization.

QUESTION 28: What change management activities related to this effort have been planned or done to-date?

ANSWER: The Authority has developed relatively rough plans for transition, the COO has begun some knowledge transfer and senior staff are in the process of evaluating the best method to transfer responsibilities.

QUESTION 29: Historically, what has been the reaction of Housing Authority personnel to change? And how has change management been handled?

ANSWER: HACH works as a team and generally openly accepts change, particularly when the change brings about efficiencies for the organization.

QUESTION 30: Will training for new roles/responsibilities be needed? Will learning and development services be needed in addition to change management? If so, what training modalities and tools are currently used across the organization?

ANSWER: Training may be necessary to adapt to new roles and responsibilities for some personnel. Training recommendations may be a part of the scope of services if necessary. There are no formal training modalities or tools utilized across the organization.

QUESTION 31: What current communication channels or tools are in place between the departments?

ANSWER: Email, cellular phones and landlines are the current communication channels utilized by the Authority.

QUESTION 32: What is the expected plan for the non-profit management corporation that currently reports to the COO once they transition?

ANSWER: The corporation staff will continue current operations. Part of the scope of services includes identification of an appropriate Authority access point for the corporation to engage for back office and other support services.

QUESTION 33: Is there an internal communication and/or change management group? If so, will they be supporting this effort?

ANSWER: There is no formal internal communications or change management group.

QUESTION 34: For metric reporting or communication services, are there any resources available to support the changes, such as IT resources?

ANSWER: IT resources, human resources and any other necessary resources will be made available to support the changes.

QUESTION 35: How long has the current organizational structure been in place? What were the most recent changes, and when did they occur?

ANSWER: The current structure (with COO) has been in place for approximately one year. The most recent change was the addition of a COO to consolidate reporting of the occupancy and operations groups.

QUESTION 36: What program management/project management tools (if any) are currently in use?

ANSWER: No formal tools are in place.

QUESTION 37: Is there a specific format for the RFP (i.e., Word template, PowerPoint)?

ANSWER: No specific format is required. As long as **all documents** have been signed, attached and made as a complete proposal.

Please continue to monitor for additional addendums. Failure to acknowledge all amendments may lead to a non-responsive request.

All other terms of the solicitation remain the same.

