



**QUESTIONS AND ANSWERS**

**RFQ # 2026-3 STRATEGIC, PROGRAM, AND ADVISORY SERVICES**

1. Is there a minimum number of Task Orders that this RFP will include?

**Answer: No, there is no minimum number of task orders. However, we would like the respondents to prioritize the task orders based on their area of expertise. HACA intends to engage in rebranding the delivery of our services, as all of our public unit housing is being converted to RAD/PBV/LIHTC and private market housing. In areas where the respondents do not have expertise, the respondent may hire subcontractors for those areas. Please indicate name of the subcontractor, their capacity, background/expertise and relationship with your firm for this project.**

2. Will the proposed daily rates be adjusted for inflation?

**Answer: This can be discussed during negotiations.**

3. Regarding **Section 6: Table 1 "Submittal Sequence" 16**; Is there a template or formatting preference in case we are interested in submitting a joint venture application?

**Answer: No, there is no template or formatting preference in submitting a joint venture application.**

4. What is HACA's approximate budget for these tasks?

**Answer: Not disclosed at this time.**

5. Does HACA expect to issue task orders from all of areas identified in the RFP during the first contract year? If not, what areas and tasks will be the top priority in the first year?

**Answer: See answer to question number 1.**

6. Can a respondent propose on select task areas or are they required to bid on the entire scope of work?

**Answer: See answer to question number 1.**

7. Tasks as outlined in the RFP could vary in complexity depending on a variety of factors. Does HACA require a fixed fee for each task? Can a respondent provide a fee range? Can a respondent provide a rate table without fixed fees?



**Answer: Respondent can propose fixed fee, and/or hourly rate fee method, and HACA will review.**

8. Do all subcontractors need to be identified in the proposal? Can the contract awardee add subcontractors if they are required over the course of the engagement?

**Answer: The Respondent is required to identify their subcontractor(s) in their proposal.**

9. Do consultants have to bid and show experience for all the tasks, or can we submit a bid for a subset of the tasks?

**Answer: See answer to question number 1.**

10. Are there 3-5 priority tasks that the consultant team should focus on?

**Answer: See answer to question number 1.**

11. Given the large number of potential task areas in the RFQ, are we required to respond to all of the areas or can we specify those task areas where we are qualified to provide assistance.

**Answer See answer to question number 1.**

12. For insurance, we have much more coverage than that requested, but policies are underwritten to allow PHAs to be a certificate holder, but to restrict additional insured to the general liability policy only. We want to confirm this will be acceptable.

**Answer: Please see Section 4.2 for Insurance requirement. Worker's compensation requirement is waived if the respondent is a sole proprietor**

13. Given the task order structure proposed, are we required to estimate hours and costs as part of the price proposal given the lack of a truly defined scope in any task area or can we propose hourly rates to be utilized for any task orders which would be requested.

**Answer: It is at the respondents' discretion.**

14. May respondents submit Statements of Qualifications for select Task Areas only, and if so, will firms be evaluated only against the Task Areas for which they seek qualification?

**Answer: Yes, see answer to question number 1.**

15. Will the evaluation criteria (Methodology, Staffing, Experience, Fee) be applied and weighted uniformly across all Task Areas, or will certain Task Areas receive adjusted emphasis based on anticipated usage?



**Answer: The respondent's proposal will be evaluated under Section 3.1 of the RFQ**

16. Does HACA anticipate issuing initial Task Orders within specific Task Areas following contract award, and if so, can HACA identify any priority or near-term focus areas?

**Answer: See answer to question number 1.**

17. The RFQ references submission of a "Quote Form" as part of the evaluation criteria and proposal requirements. Will HACA provide a standardized Quote Form or pricing template for respondents to complete, or should respondents develop and submit their own pricing schedule in accordance with the Basis of Pricing described in Section 2.4 and the relevant exhibits?

**Answer: No, HACA will not provide a standardized quote form or pricing template. Respondents should develop and submit their own pricing schedule.**

18. Asset Management Operating Model: How does HACA define success for its transition from a Public Housing operating model to an asset management model, and what performance indicators (financial, physical, and resident outcomes) are being prioritized during this transition?

**Answer: Respondent is expected to propose an assessment metric for the areas indicated in the RFQ.**

19. Portfolio Segmentation & Decision Making: Does HACA currently maintain a portfolio-level segmentation framework (e.g., hold/rehab/redevelop/dispose), and to what extent does the Authority expect the selected firm to refine or redesign decision criteria for RAD, Section 18, PBV, and other repositioning pathways?

**Answer: HACA currently has RAD Development Consultants for specific projects. Respondents to this RFQ are expected to work in tandem with current consultants for broader rebranding and business model restructuring efforts.**

20. Capital Fund & Repositioning Alignment: How does HACA envision integrating Capital Fund planning, repositioning strategies (RAD/Section 18), and long-term capital needs into a unified asset management and investment framework?

**Answer: HACA wants the respondent to make recommendations based on their experience with other Housing Authorities. Based on question 19, HACA is in the process of redeveloping its last 4 properties.**



## Housing Authority of the City of Annapolis

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21. Financial Policy & Program Controls: What gaps has HACA identified in its existing financial policies, program controls, or internal reporting that must be addressed to support an asset management–driven business model?

**Answer: Please see HACA’s audited financials posted on our website [www.hacamd.org](http://www.hacamd.org) to make any recommendations.**

22. Multi-Funding Source Governance: Given HACA’s use of ACC funding, HUD grants, local and federal rental revenues, and other sources, how does the Authority wish to strengthen controls, transparency, and decision-making across funding streams at both the enterprise and asset levels?

**Answer: HACA seeks to update its governance and fiscal policies and procedures, with this project.**

23. Executive & Leadership Advisory Change Management: What role does HACA envision for executive and leadership advisory support in guiding senior staff through organizational change, capacity building, and new accountability structures associated with asset management?

**Answer: Executive and Board leadership are at the helm of spearheading rebranding efforts.**

24. Governance & Board Engagement: As portfolio complexity increases, how does HACA anticipate evolving the role of the Board of Commissioners in asset-level oversight, financial policy approvals, and strategic decision-making?

**Answer: See the answer to question number 23.**

25. Decision Rights & Accountability: Has HACA identified challenges related to decision authority, escalation paths, or cross-departmental coordination that the selected firm should address through governance frameworks, RACIs, or executive operating cadence recommendations?

**Answer: These are the areas where the respondent needs to work with HACA based upon their experience in repositioning other Housing Authorities.**

26. Organizational Readiness & Staff Capacity: How does HACA assess its current staff capacity and readiness to operate under an asset management framework, and what level of advisory support is anticipated for leadership development, succession planning, or organizational redesign?



**Answer: See the answer to question number 25.**

27. Leadership Communication & Stakeholder Confidence: How important is executive-level communication internally and externally in maintaining stakeholder confidence during repositioning and transformation, and what expectations does HACA have for advisory support in this area?

**Answer: See the answer to question number 25.**

28. Integration of Strategy and Operations: How does HACA expect strategic advisory services to be translated into actionable implementation tools (e.g., SOPs, dashboards, policies, executive reporting) that leadership can use on a sustained basis?

**Answer: HACA is open to ideas regarding actionable implementation tools.**

29. Performance Management: What performance management or KPI frameworks does HACA currently use at the enterprise or asset level, and what enhancements are desired to support leadership accountability and continuous improvement?

**Answer: HACA currently has a performance evaluation system based upon job duties.**

30. Risk & Compliance Leadership: As regulatory oversight increases across asset types and funding sources, how does HACA expect leadership advisory services to support risk management, audit readiness, and proactive compliance governance?

**Answer: See the answer to question number 25.**

31. Advisory Relationship Expectations: In HACA's view, what distinguishes a successful strategic and executive advisory relationship from traditional consulting support during a major organizational and portfolio transformation?

**Answer: The respondent needs to demonstrate to HACA how it will distinguish itself from traditional consulting support forms.**

## 1. Organizational Priorities & Objectives

- What are the Authority's top strategic priorities over the next 6–12 months?

**Answer: See HACA's Annual Plan posted on HACA's website.**

- What specific outcomes or improvements are expected from this engagement?



**Answer: See project description.**

- Are there critical deadlines tied to HUD requirements, funding, or Board directives?

**Answer: No.**

## 2. Program Performance & Operational Challenges

- What are the primary operational challenges currently impacting program performance?

**Answer: Will discuss if selected for interview.**

- Which program areas (e.g., Public Housing, HCV, PBV, RAD, LIHTC) require the most immediate attention?

**Answer: All**

- Where is performance currently below internal or external expectations (e.g., SEMAP, PHAS, NSPIRE, PIC accuracy)?

**Answer: Will discuss if selected for interview.**

## 3. Scope of Services & Portfolio Details

- What programs and total units/vouchers are included within the anticipated scope?

**Answer: Please review our website. [www.hacamd.org](http://www.hacamd.org)**

- Is there an existing backlog of work? If so, please describe volume and age.

**Answer: Will discuss if selected for interview.**

- What is the current state of file management (electronic, paper, or hybrid)?

**Answer: Hybrid**

- What systems are currently in use (e.g. Yardi, other operational platforms)?

**Answer: Yardi**

## 4. Governance & Decision-Making Structure

- Who are the key decision-makers and stakeholders for this engagement?

**Answer: HACA's Executive team and HACA's Board of Commissioners.**

- How are responsibilities currently structured across operations, compliance, and finance?



**Answer: To be determined**

- Are there any known gaps or challenges in governance, accountability, or decision-making processes?

**Answer: To be determined**

## 5. Staffing & Organizational Capacity

- What is the current staffing structure (filled vs. vacant positions)?

**Answer: To be determined**

- What functions are currently underperforming or not fully supported?

**Answer: To be determined**

- What is the average productivity or workload per staff member?

**Answer: To be determined**

- What areas require additional training or technical support?

**Answer: To be determined**

## 6. Data Integrity, Reporting & Technology

- How would you assess the accuracy and reliability of current program data (e.g., PIC, EIV, financial systems)?

**Answer: To be determined**

- What reporting tools or dashboards are currently utilized?

**Answer: Yardi-based/HUD-PIC Systems**

- Are workflows standardized, or do they vary by staff or department?

**Answer: Both.**

- What technology or data limitations currently impact performance?

**Answer: Unknown**



## 7. Compliance & Risk Considerations

- Are there any active or recent audit findings, corrective action plans, or compliance concerns?  
**Answer: See Audit FY 25 on our website.**
- What are the Authority's highest areas of regulatory or operational risk?  
**Answer: To be determined**
- What are the potential consequences if performance does not improve within the required timeframe?  
**Answer: HACA will determine a corrective action plan.**

## 8. Engagement Model & Service Delivery Preferences

- What type of support is preferred (advisory, embedded support, or full program management)?  
**Answer: Advisory/embedded support as needed**
- What level of onsite versus remote presence is anticipated?  
**Answer: Remote**
- What are the expectations for communication, reporting frequency, and stakeholder engagement?  
**Answer: To be determined.**

## 9. Prior Experience & Lessons Learned

- Has the Authority previously engaged external consultants for similar services?  
**Answer: No**
- What aspects of prior engagements were successful? N/A  
**Answer: N/A**
- What challenges or gaps were encountered in prior implementations?  
**Answer: N/A**



## 10. Evaluation & Selection Criteria

- What factors will be most important in selecting a firm (e.g., methodology, experience, staffing, cost)?

**Answer: see Section 3.1 of the RFQ.**

- Are there specific capabilities or differentiators the Authority is seeking in a partner?

**Answer: Highlight your firm's unique capabilities.**

- Are there any concerns or risks the Authority would like addressed in the proposal response?

**Answer: No.**