

Attachment B – Questionnaire

NARRATIVE PROPOSAL

PART 1 - EXPERIENCE AND EXPERTISE

The entirety of the Experience/Expertise Narrative Proposal must be no longer than 20 pages not including attachments as specified in the questionnaire. These attachments include, but are not limited to, organizational charts, certificates, formal agreements and resumes. The Narrative Proposal must address the following topics, requirements and inquiries related to the Offeror's experience and expertise for AHCCCS's evaluation. Where possible provide details including data from existing housing programs administered by Offeror, third-party party awards, certifications or recognitions or other objective documentation to support responses.

- 1) Corporate Structure and Governance - The Offeror shall describe:
 - A. Legal form of the Offeror's business organization, the state in which formed, the types of business ventures in which the Offeror is involved. Attach the following documentation:
 1. Provide a copy of the Offeror's Articles of Incorporation, Charter, By Laws or other legal documentation of the organization's legal structure and purpose. If the Offeror is a non-profit entity, please provide a copy of the current IRS 501(c) (3) determination letter.
 2. Ownership or Governance – provide an organizational chart showing governance structure including any ownership interests or principles if Offeror is a for-profit organization and the Board of Directors or governing body if a nonprofit organization. The Organizational chart must include Executive Director or other key leadership staff and well as lines of authority. Provide resumes for key leadership staff including any special qualifications or experience related to the Offeror's performance of the proposed scope of work.
 3. A certificate of good standing from the Contractor's home state's Corporation Commission submitted with the proposal. If selected, the Contractor shall register their corporation with the Office of the Secretary of State for the State of Arizona.
 - B. AHCCCS is generally seeking single entity Offerors to perform Housing Administration functions. It is understood that the primary Offeror may utilize Sub-Contractors for specific roles or duties under the Offeror's supervision or oversight to meet the terms of the Scope of Work. If Contractor will be utilizing sub-Contractors or other third-parties to perform any of the work described in the Offeror's response, describe the role the third-party will perform, the justification or need to utilize third party services.
 1. Attach documentation of any formal agreements, contracts or other legal documents that describe or document the relationship between the Offeror and the Sub-Contractor including any fees or compensation structures.
 2. Provide documentation of the third-party or Sub-Contractor's qualifications and experience related to their specific performance of their defined role. Describe how the Offeror will ensure oversight, compliance, and satisfactory performance of the Sub-Contractors.
- 2) Offeror's Experience and Expertise - The Offeror shall describe and submit documentation demonstrating:
 - A. Successful and reliable experience in past performances as related to the services in this RFP including operation of HUD programs, public housing, or other housing subsidy programs.

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- B. The qualifications of the Key Staff proposed by the Offeror to perform the requirements of this solicitation and resources to serve in each of the defined Key Staff roles in the Offeror's response and their minimum qualifications.
- C. Organizational chart which clearly shows the reporting and lines of authority, to include all proposed Key Staff, proposed staffing and any sub-Contractors. The organizational chart should include and identify the point of contact between the Offeror and the AHCCCS Director of Housing Programs. Provide qualifications, experience and expertise of all key staff related to performance of the scope of work. Provide job descriptions for any position identified in the organizational chart.
- D. The Offeror's current and past history regarding lawsuits, litigation or legal issues. Has the Offeror had lawsuits and litigation in the past? Does Offeror have current or pending lawsuits or litigation? Has the Offeror ever had any business license or certification suspended or revoked? Provide an explanation and current status for a yes to any of the above questions.
- E. Provide a summary of Offeror's experience in providing the services in HUD AHP or other housing voucher programs for similar organizations and projects. Also include whether Offeror has experience with special programs such as TBRA, HOPWA, or HUD-VASH. Please list on a spreadsheet the Housing Authorities or entities the Offeror has provided management and/or housing administration services for related to housing voucher/subsidy or other related services. List, including name of the PHA or subsidy program, a contact person, time frames (including end date if applicable), funding source, geographic area covered, total project budget, number of vouchers managed, and type of vouchers for providing these services. Has the Offeror had any contracts terminated or revoked?
- F. Describe any previous experience or expertise related to serving and providing housing administration, housing operations, housing subsidy programs and/or customer service to special populations including persons with mental illness, persons experiencing or formerly experiencing homelessness, persons with disabilities, justice involved persons, the elderly, or other special populations requiring accommodation or additional service considerations or barriers in attaining and maintaining housing.
- G. Describe the training, orientation or other guidance Offeror's staff, particularly direct service staff, receive in performing their duties or staying informed about changes in policies or standards related to the scope or work and subsidized housing. Describe any customer service or other training Offeror's staff receive in working with possible program participants. Please include the frequency and method of training.
- H. Describe the Offeror's expertise and experience in the financial management of the Housing Administration services described in this RFP. Describe the expertise and experience of any key financial staff if not included above.
 - 1. Include resumes and job descriptions for key staff responsible for financial oversight and management of the Offeror's services.
- I. Describe the current physical location of the Offeror's organization and any program implementations. Describe any affiliation or presence in Arizona, its counties or local municipalities. Does Offeror have any unique experience or expertise in serving Arizona or its

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geographies including urban or rural areas, tribal areas, reservations or Native American populations?

PART 2 – METHOD OF APPROACH

The entirety of the method of approach narrative proposal must be limited to forty (40) pages and must address the following inquiries. Where available, provide documentation to support responses including any third-party validation, data, or other metrics that support the proposed methodology. The page limit does not include attachments supporting the proposed methodology. Provide a general explanation of how Offeror will meet the requirements described in the Scope of Work. Explanation should include:

- A. The Offeror’s Draft Project Management Plan outline as described in the scope of work.
 - B. Describe the expected program participant’s experience in completing and participating each step of the housing processes.
 - C. Describe how the Offeror’s services will support a “Housing First” approach in assisting members to attain and maintain housing. How will Offeror reduce administrative and other barriers to housing and ensure members have adequate information related to their obligations and responsibilities in housing?
 - D. Describe how Offeror will engage and partner with MCOs and providers to coordinate AHP programs including referrals, confirmation of eligibility based on mental health status, determination of waitlist prioritization, and overall service coordination to assist AHP members attain and maintain housing.
- 1) Provide the Offeror’s implementation and transition plan to assume all operations of the program. The submitted plan should include timeframes for all key implementation and transition activities including hiring necessary staff, employee orientation, establishing financial and program systems, gathering necessary data, and an expected date for assuming complete control of the operations. Please identify any specific transitional staff in the proposed organizational chart.
 - 2) Describe how Offeror will establish a program to achieve a broader range of housing opportunities for AHP members, including housing in neighborhoods with low concentrations of poverty and to avoid clustering or high density of persons determined SMI. Describe Offeror’s strategies or methodologies for successfully working with landlords including increasing participation in subsidized housing programs, mitigating concerns or fears related to serving members of subsidized housing programs or populations, ensuring compliance with lease and HAP requirements on behalf of members and retaining participating in programs.
 - 3) Describe how the Offeror will ensure access to all eligible individuals.
 - A. How will Offeror increase awareness of the program and reduce programmatic and administrative barriers to eligible individuals. This includes strategies for serving persons with disabilities or other special populations as well as ensuring cultural competency in service delivery.

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- B. How will Offeror ensure statewide geographic coverage of Arizona? Include descriptions of both physical presence (e.g., offices, days and hours of coverage, staffing levels) projections as well as other strategies for ensuring statewide accessibility (e.g., web sites or telepresence, phone/hotline, mobile services). Include description of any existing services or operations currently in Arizona and their locations.
- 4) Describe how Offeror will ensure legal, financial, and programmatic accountability and reporting as described in the scope of work. Address each of the following:
- A. Legal Compliance - Describe how the Offeror ensures compliance with all housing related legal standards and requirements including notifications, accommodations, fair housing and other applicable legal requirements. Describe Offeror's processes and procedures for receiving and resolving complaints or grievances from program participants, landlords or other program stakeholders.
 - B. Operational and Programmatic Performance - Explain how the Offeror will assure that the AHP maintains a High Performer score using applicable HUD SEMAP and other operational and program metrics listed in of the Scope of Work. Please provide any past performance or metrics from other Public Housing Authorities or housing programs for which you have provided these services if available. Does the Offeror have additional strategies or metrics for evaluating and
 - C. Data Collection and Reporting - Describe any software used for housing management data collection or reporting. Does the Offeror participate in any HMIS Systems? Describe the Offeror's capability for secure data transmissions, data reporting, and ability to integrate AHCCCS housing data to track member outcomes. Describe the Offeror's capability for integrating new software including Arizona's statewide closed-loop referral system after it has been deployed in 2021.
 - D. Financial Accountability and Reporting - Describe strategies, controls, and processes for ensuring financial accountability and timeliness of use of AHP funding including payments to landlords and other payments made on behalf of members as well as financial reporting required by AHCCCS.
 - E. Stakeholder Feedback - Describe how Offeror will coordinate and inform its policies, operations, procedures, and practices based on feedback from AHP stakeholders including AHCCCS, MCOs, AHP participating members, supportive service providers and/or peers or community advocates.
- 5) Describe any unique, innovative or additional service features the Offeror may provide to enhance or improve the quality or effectiveness of the AHP.
- 6) The Offeror must identify any assumptions used when developing its proposal as it relates to scope, costs, schedule, resources, etc. If the Offeror's assumption takes exception to any part of the solicitation (including but not limited to requirements, scope of work or terms and conditions), these shall be explained as well as in the Offeror's exceptions to terms submission.