



# Greater Dayton Premier Management

Enhancing Neighborhoods • Strengthening Communities • Changing Lives

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## Addendum #1 for RFP 24-11:

GDPM received the following questions and in response we will be providing an addendum to address any questions or concerns. The questions are as follows:

- 1. In percentage terms, how much does the GDPM team anticipate onsite consulting versus remote consulting?**
  - a. Though we may recommend being in person for a portion of the sessions/interviews, GDPM does not have an expected minimum or maximum percentage of in person versus remote consultation.
- 2. The RFP requests that the consultant “Evaluate and incorporate the 5 Year PHA Plan with the Strategic Plan”. Has the PHA plan already been developed or is its development part of this RFP?**
  - a. It is to be developed as part of the RFP. Previous 5 Year PHA Plans are available for review.
- 3. The RFP indicates surveys and focus groups “as time allows”. Can you elaborate on this caveat?**
  - a. In preparing the RFP, GDPM realized it may not be feasible to complete both the PHA Plan and Strategic Plan in tandem. GDPM anticipates that the selected consultant may utilize surveys and focus groups in order to develop the Strategic Plan. This strategy and any time used for this strategy should be taken into consideration by the selected contractor when creating a timeline.
- 4. Do you expect stakeholder engagement to happen in person, virtually, or a combination? How many on site visits do you expect of the consultant?**
  - a. GDPM anticipates that engagement may occur virtually and in person. While GDPM does not mandate a certain number of in-person on site visits, it acknowledges that some stakeholder meetings would be best served to be in-person. GDPM will work with the selected consultant on the best approach.
- 5. Will GDPM be available to assist with engagement activities (e.g., contacts, scheduling, venues, etc.)?**
  - a. Yes, though we would expect the selected consultant to take the lead.
- 6. Is it appropriate to offer incentives to encourage participation from public housing residents?**
  - a. Yes.
- 7. Does the GDPM expect to have a leadership working session after data collection and analysis to frame the PHA Plan and Strategic Plan? When do you expect this meeting to occur (month)?**
  - a. Yes, GDPM expects a working session after data collection and analysis and prior to publishing the first draft of the PHA plan. GDPM estimates that this meeting would occur

in December of 2024 not later than January 2025. GDPM anticipates that the Strategic Plan may run on a different timeline and will work the Consultant on the best strategy.

- 8. The RFP indicates a due date for the PHA plan of Feb 1<sup>st</sup> and the Strategic Plan TBD. Can you provide and estimated date for desired completion of the Strategic Plan?**
  - a. The PHA Plan deadline is dictated by HUD and is due to HUD by April 17<sup>th</sup> every year.
  - b. The Strategic Plan is an agency dictated plan with more flexible deadlines. GDPM anticipates that the PHA Plan will inform the Strategic Plan. Ideally, GDPM would like to roll out the Strategic Plan by the start of the fiscal year which is July 1<sup>st</sup>, however this deadline is flexible as long as the Strategic Plan is completed by December 1<sup>st</sup>, 2025.
- 9. How many people does GDPM currently employ? How many does Invictus Development employ?**
  - a. GDPM employs 112 employee. Invictus is an instrumentality of GDPM and does not have formal employees at this time.
- 10. Has GDPM ever previously developed a succession plan? What is the impetus for succession planning?**
  - a. Under the current administration, a detailed agency-wide succession plan has not been developed. The primary need for such a plan is pending eligibility for retirement of very tenured employees and senior staff.
- 11. Has the strategic planning committee already been formed? Who is represented on the committee?**
  - a. GDPM has not formally selected a committee. GDPM would be open to suggestions to ensure proper representation.
- 12. What will the role of board members be in the planning process?**
  - a. The board would have a very important role in the planning process. We anticipate that their level of participation in various meetings would fall in the middle, i.e. they would not have as many sessions as GDPM's planning committee and/or leadership team, but would have more involvement than outside stakeholders. It is anticipated that the internal staff team would drive the bulk of the work and input in drafting the plan. The board would be provided an overview of the plan draft components to provide additional input and/or modifications. If major policy changes are proposed, those would also be presented to the board for ultimate approval.
- 13. What is the total project budget?**
  - a. A budget has not been established. GDPM will evaluate proposals.
- 14. Is this the agency's first time working with a consultant in this capacity or if Dayton MHA has previously collaborated with consultants on prior strategic plans. If so, could you provide the names of the relevant firms or organizations?**
  - a. This is the first time that the current administration has worked with a consultant on a strategic plan.

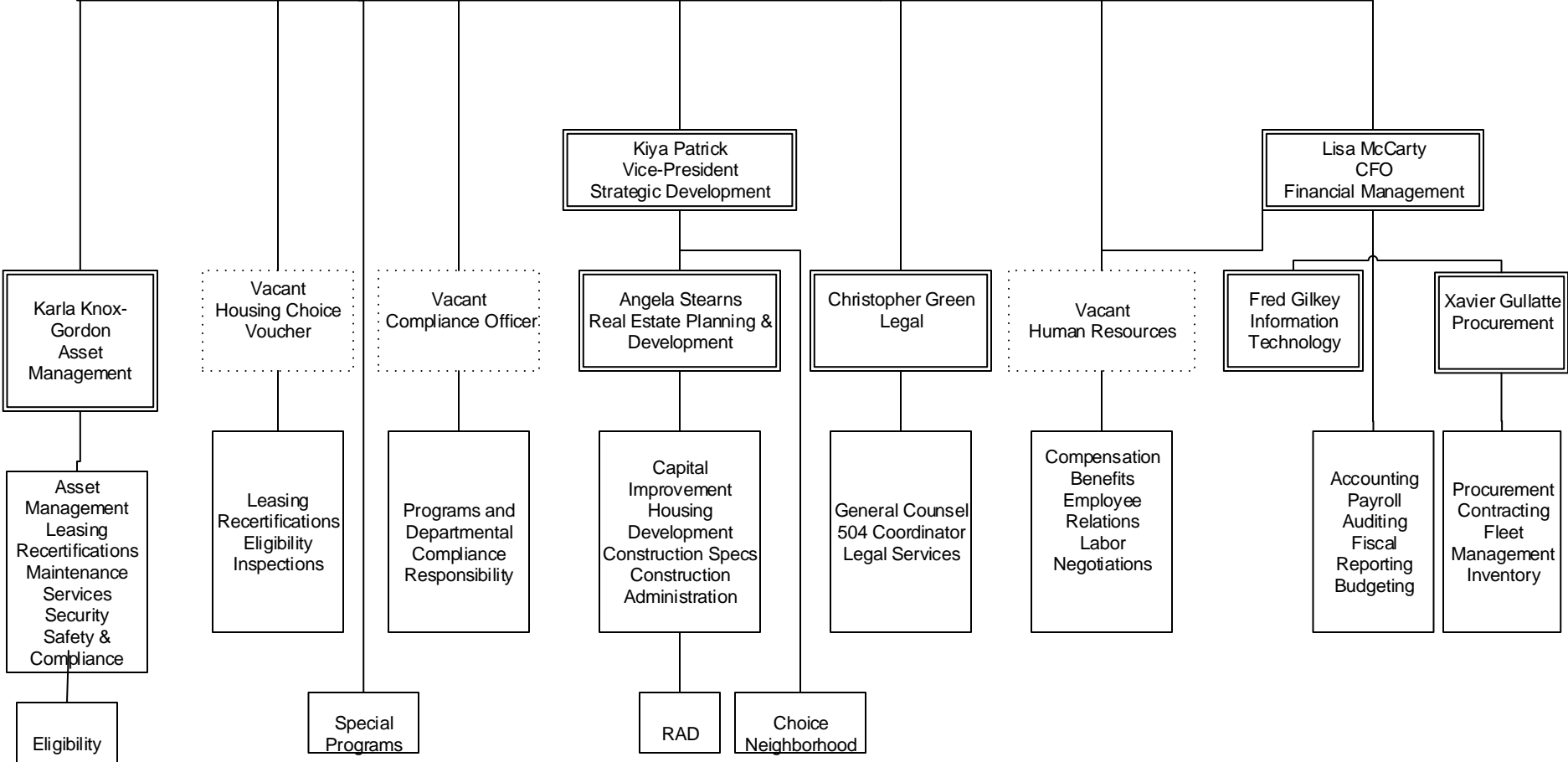
- 15. How many individuals does your organization serve?**
- GDPM serves approximately 7,500 households.
- 16. What is your staffing size/structure? Are you able to share an org chart?**
- GDPM has 112 employees. Please see attached for an org chart.
- 17. Are you okay with a hybrid engagement approach (some in-person sessions and some virtual)?**
- Yes.
- 18. What is the desired deliverable for the succession planning work?**
- A succession plan with action steps to implement.
- 19. What is the desired outcome/deliverable for the assessment of financial resources and sustainability?**
- Facilitation with key internal GDPM team members would be helpful to review the current financial resources available, upcoming trends, the impact each team may have on resources, thinking about new resources and ways to generate/sustain resources. Every team has the ability to impact the viability of the agency, facilitating discussion for understanding and awareness would be helpful.
- 20. What is the desired outcome/deliverable for the review and strategy development regarding community organizations that supplement or complement affordable housing services?**
- Work with GDPM to review and collectively think about the current organizations we work with and if the partnerships would be continued, expanded, and/or more partnerships added, etc. As a public housing provider our resources to assist residents are limited so we rely on partners to supplement.
- 21. How many policies and procedures would be included in this review and what is the final deliverable? Are you looking for a gap analysis with additional policy recommendations, recommendations on how to strengthen existing policies, or for the consultant to rewrite and submit revised policies?**
- A gap analysis with recommendations would be appropriate.
- 22. Outside of those you serve and internal stakeholders, who else would you want to engage (board of trustees, partners, community leaders, etc).**
- GDPM Housing Commissioners, appointing bodies, community partners/leaders, Resident Services key partners, etc.
- 23. Is there a desire to engage the board in this process through board presentations/updates or just through stakeholder engagement and the final presentation?**
- Please see question 12.

# AGENCY OVERVIEW

AUGUST 2024

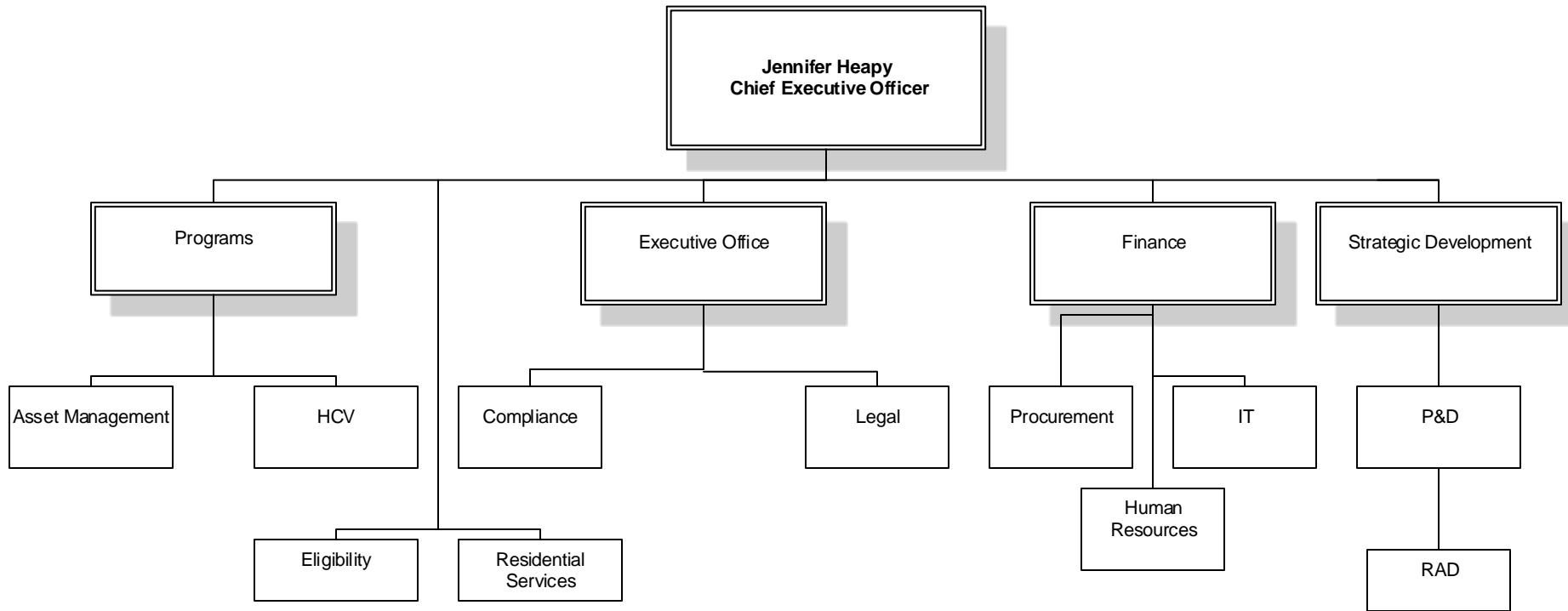
**Board of Commissioners**

**Jennifer Heapy**  
Chief Executive Officer



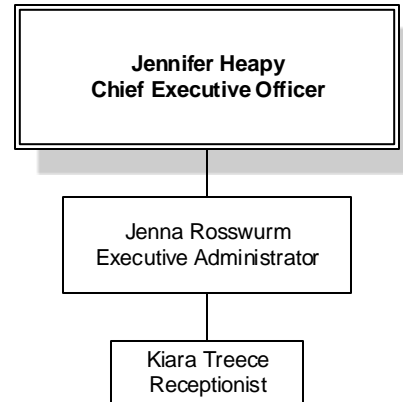
# DEPARTMENTAL OVERVIEW

AUGUST 2024



# EXECUTIVE ADMINISTRATION

AUGUST 2024



# HUMAN RESOURCES

AUGUST 2024

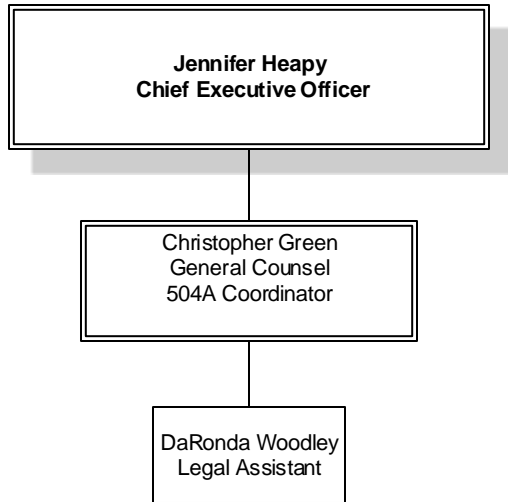
**Jennifer Heapy**  
**Chief Executive Officer**

Lisa McCarty  
Chief Financial Officer

Emily Gorney  
HR Generalist

# LEGAL SERVICES

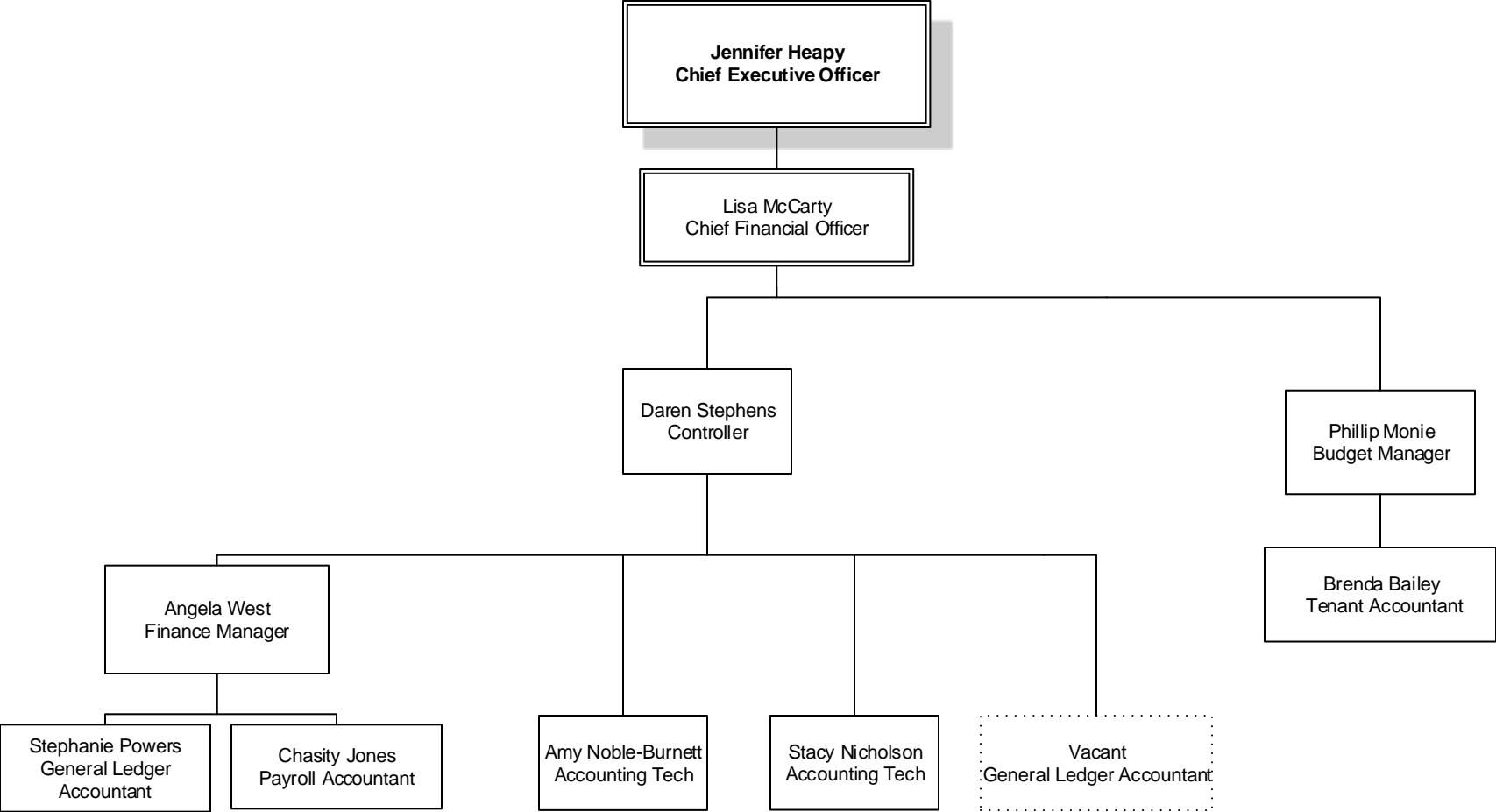
AUGUST 2024





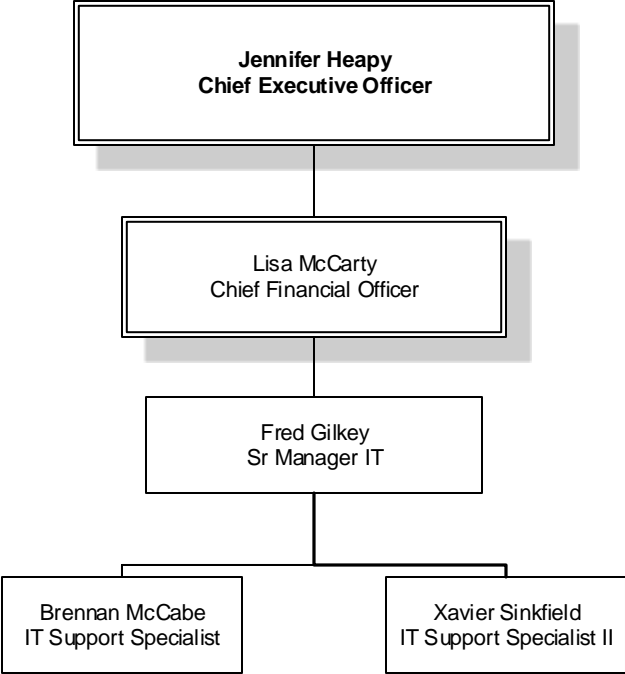
# FINANCIAL MANAGEMENT

AUGUST 2024



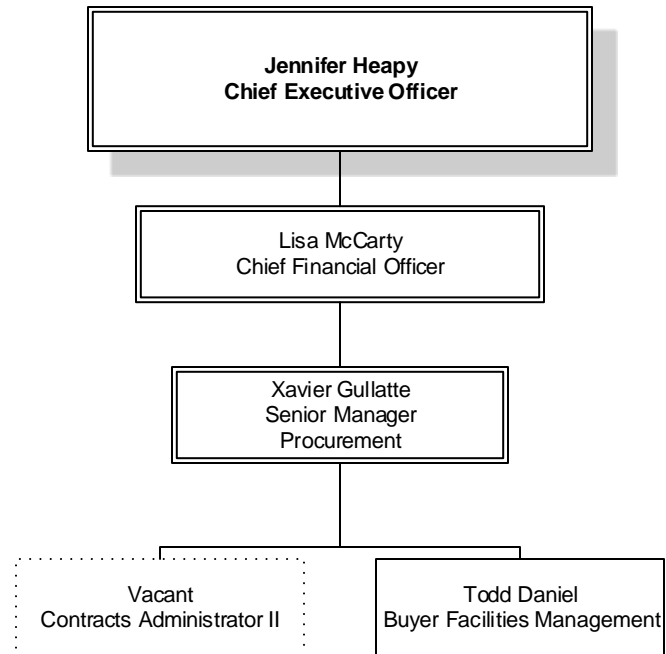
# INFORMATION TECHNOLOGY

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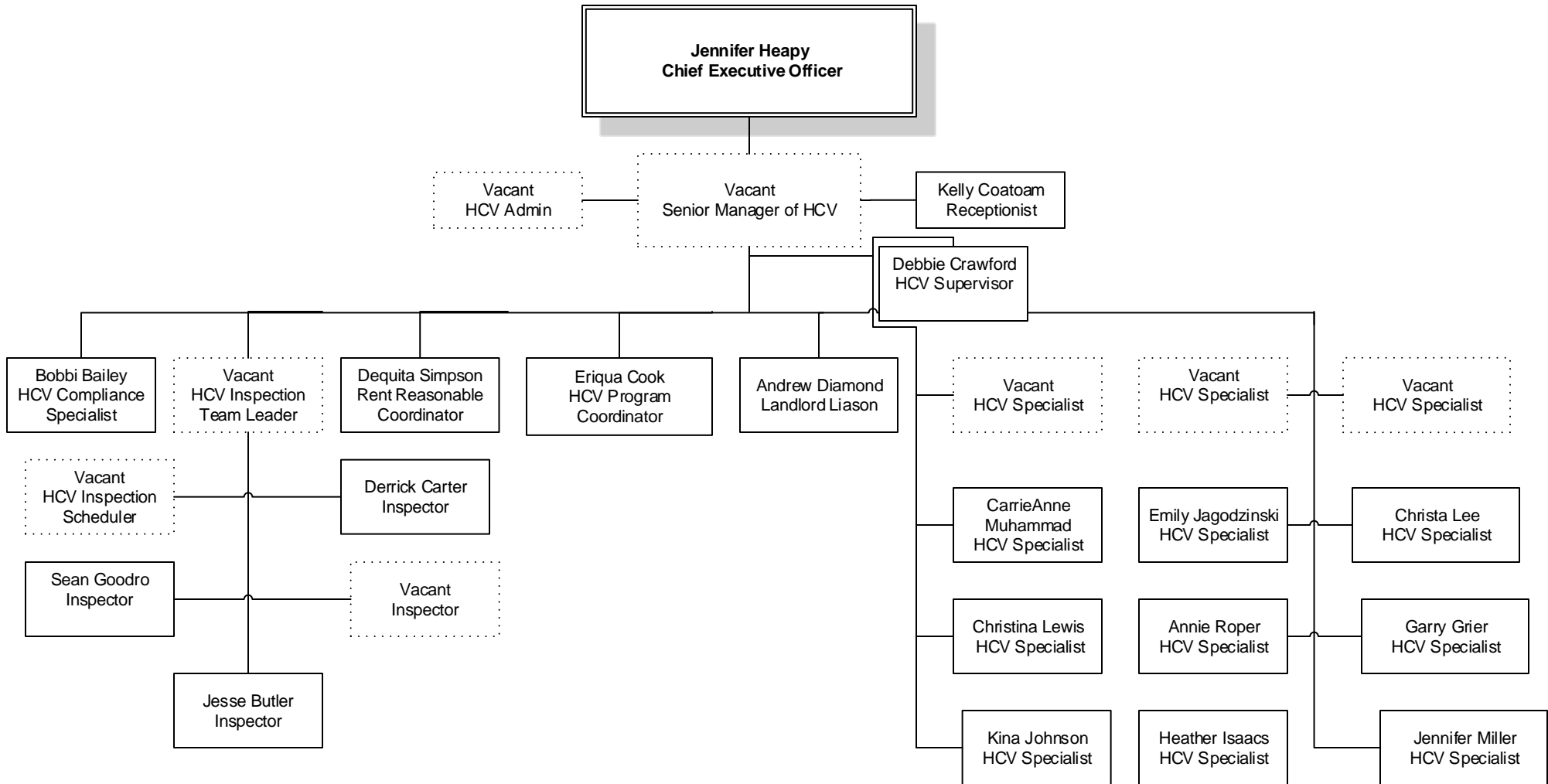
# PROCUREMENT

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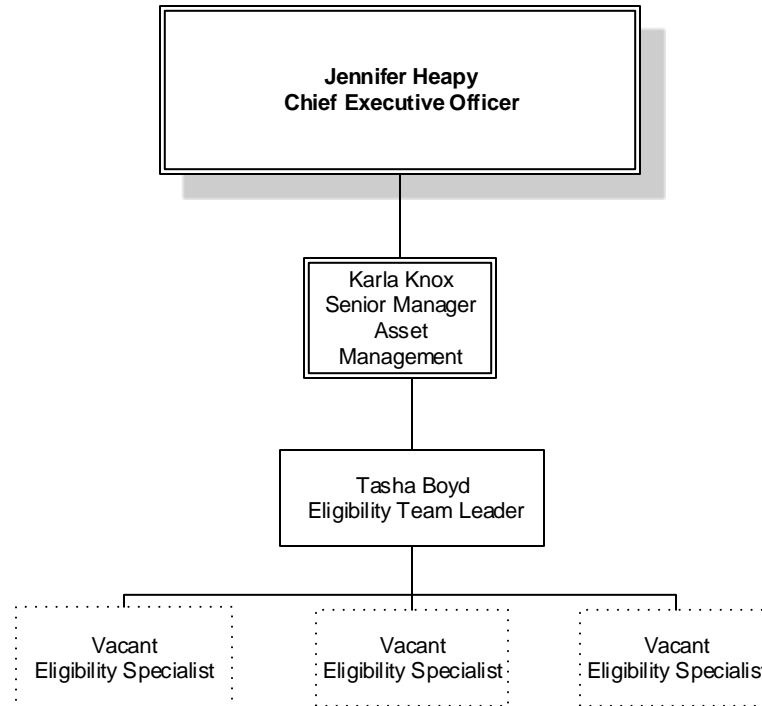
# HOUSING CHOICE VOUCHER

AUGUST 2024



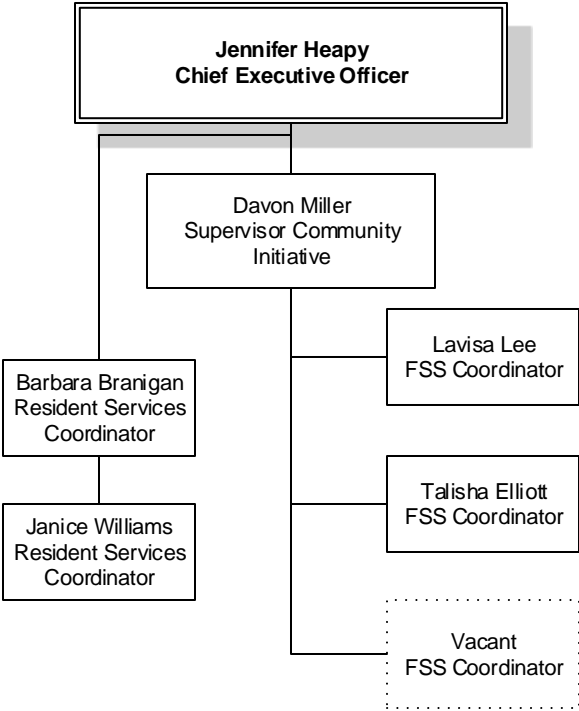
# ELIGIBILITY

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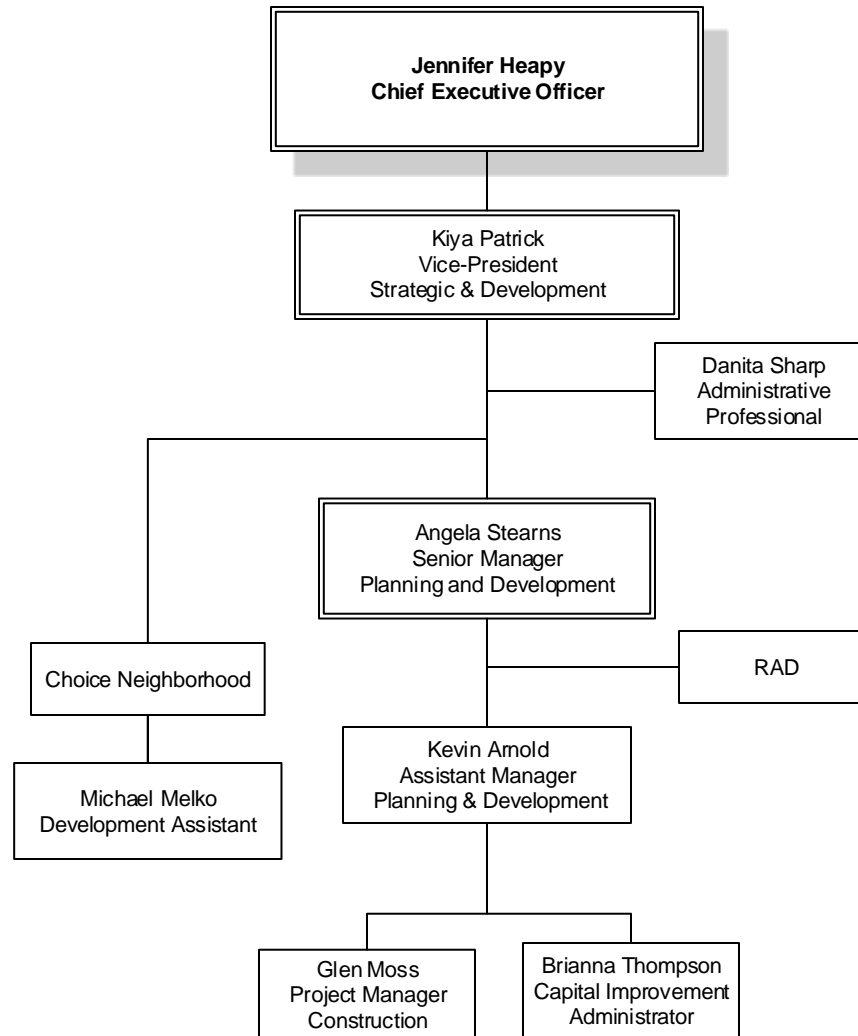
# RESIDENTIAL SERVICES

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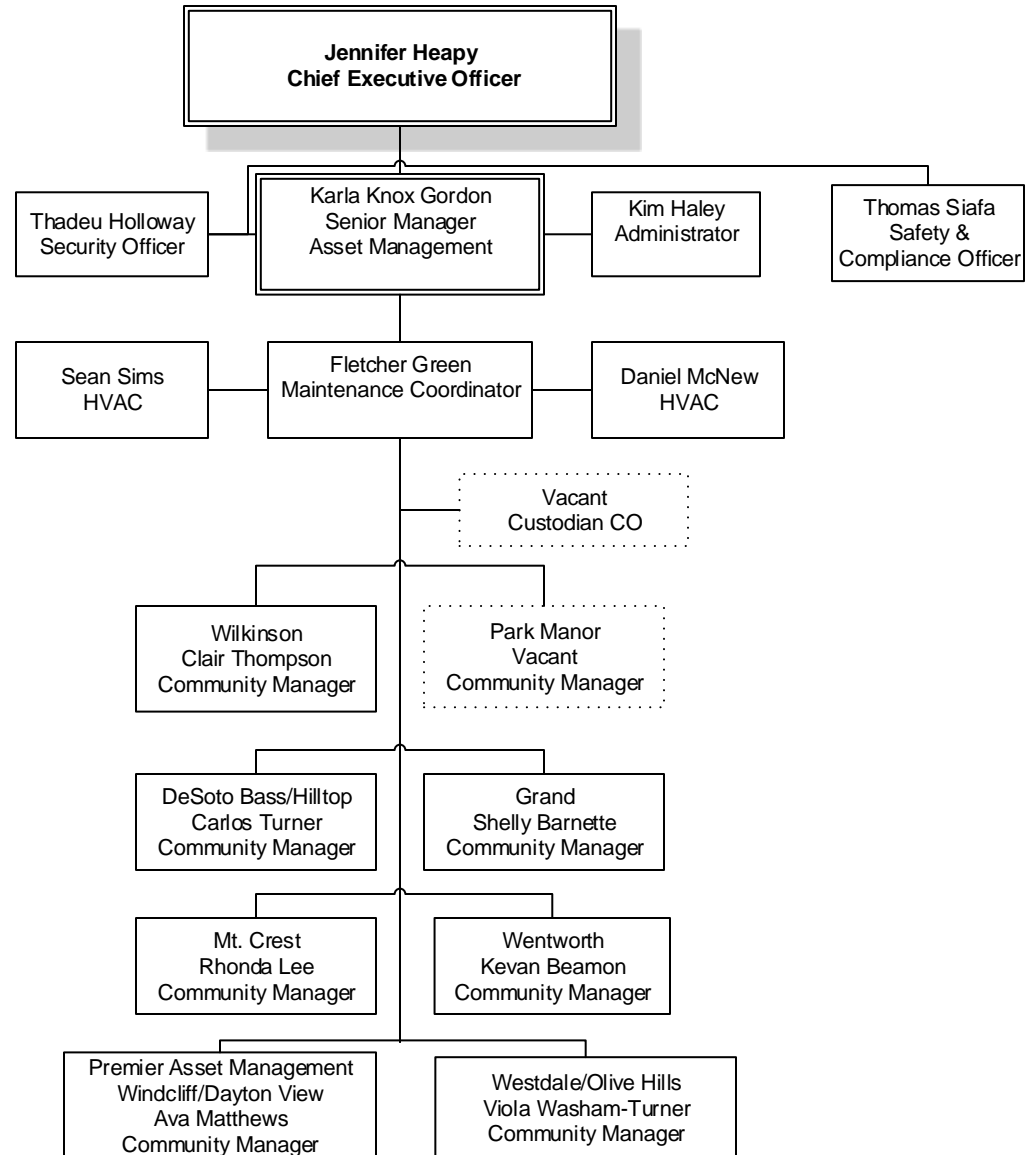
# PLANNING AND DEVELOPMENT

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# ASSET MANAGEMENT

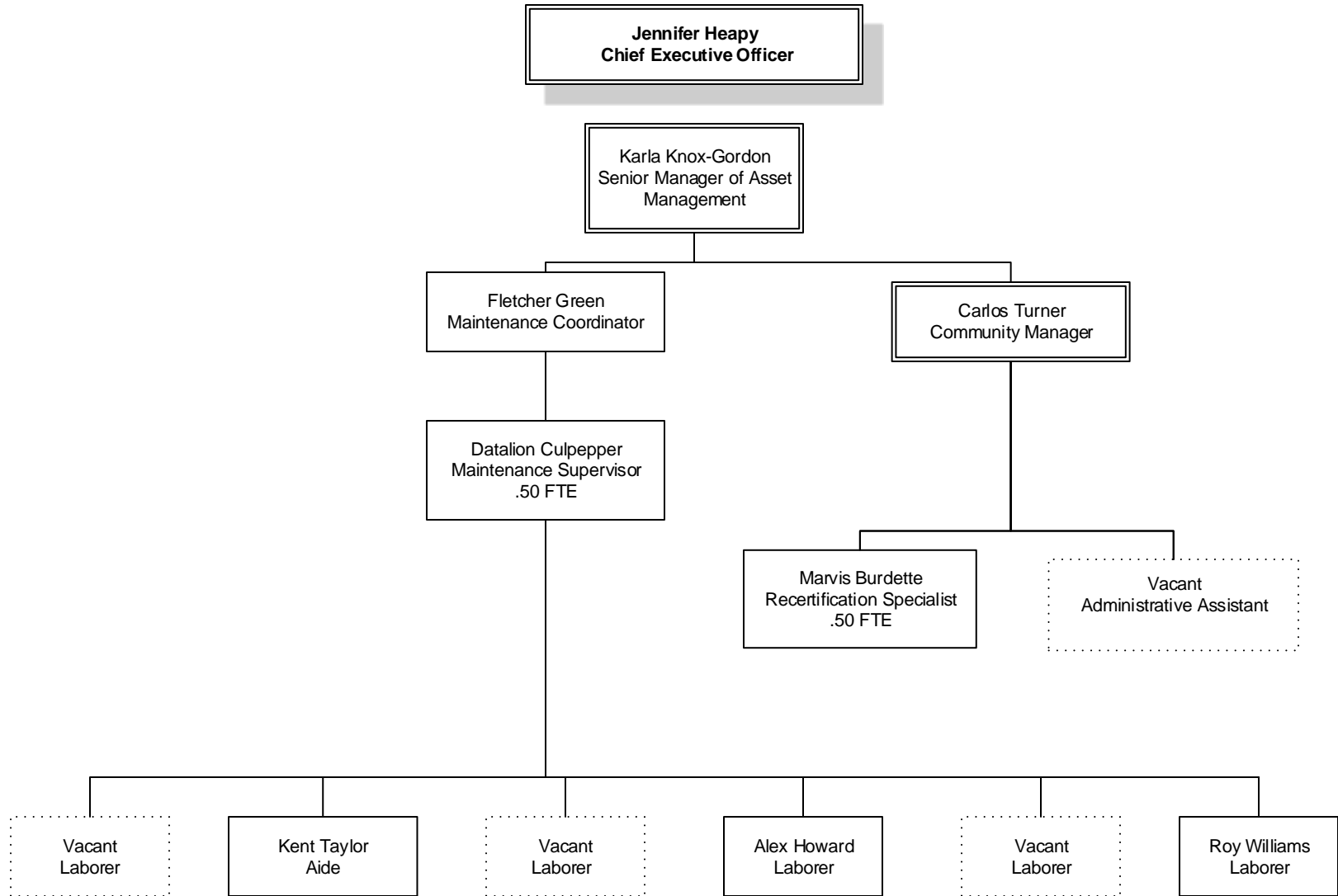
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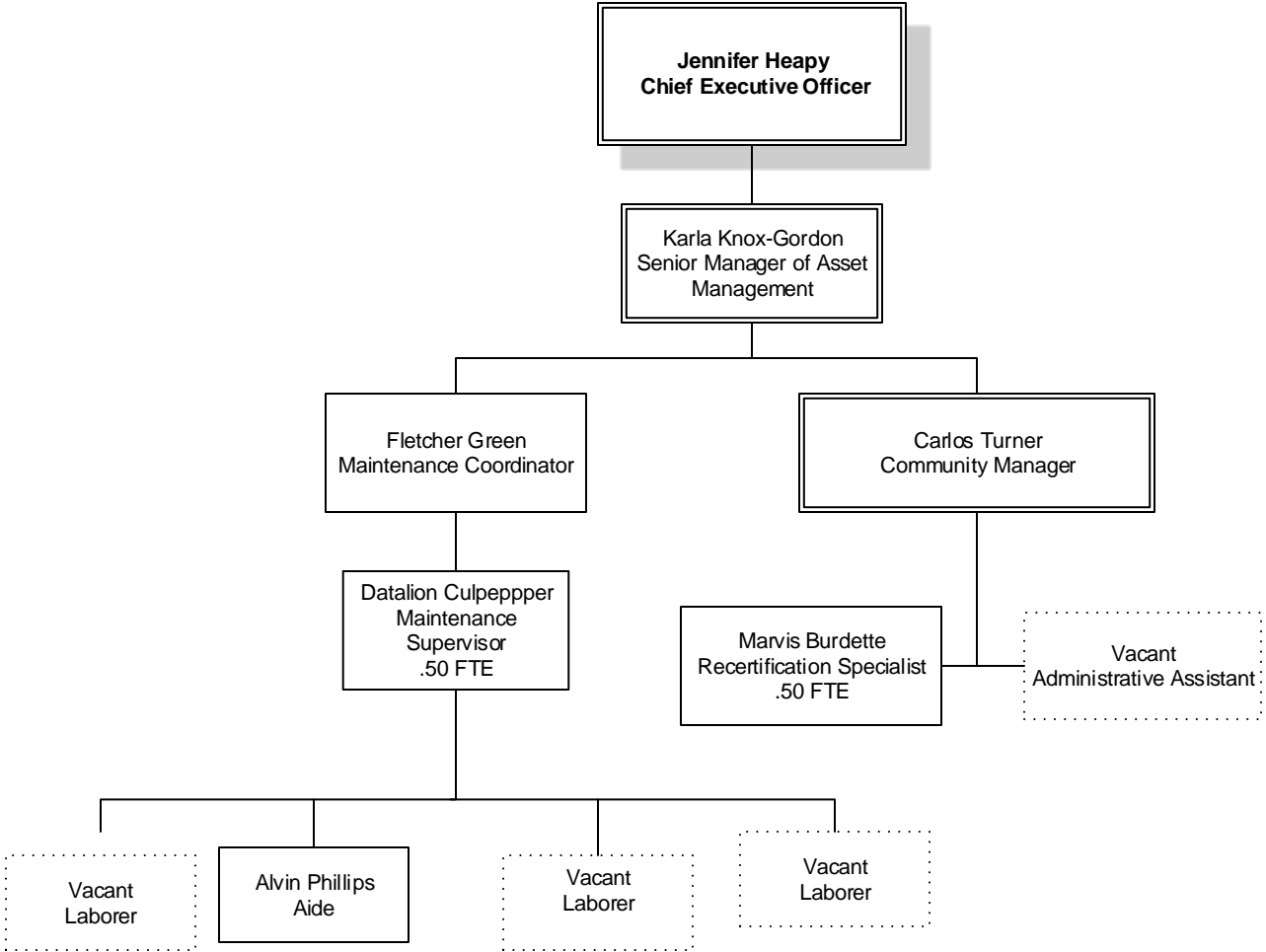
# DESOTO BASS

AUGUST 2024



# HILLTOP HOMES

AUGUST 2024



# GRAND

AUGUST 2024

Jennifer Heapy  
Chief Executive Officer

Karla Knox-Gordon  
Senior Manager of Asset  
Management

Fletcher Green  
Maintenance Coordinator  
FTE .50

Shelly Barnette  
Community Manager

Rob Davis  
Maintenance Supervisor

Vacant  
Recertification Specialist

Bernadette Edwards  
Administrative Assistant

Shane Osborn  
Aide

Casey Payne  
Aide

Vacant  
Laborer

Vacant  
Laborer

Allen O'Neil  
Laborer

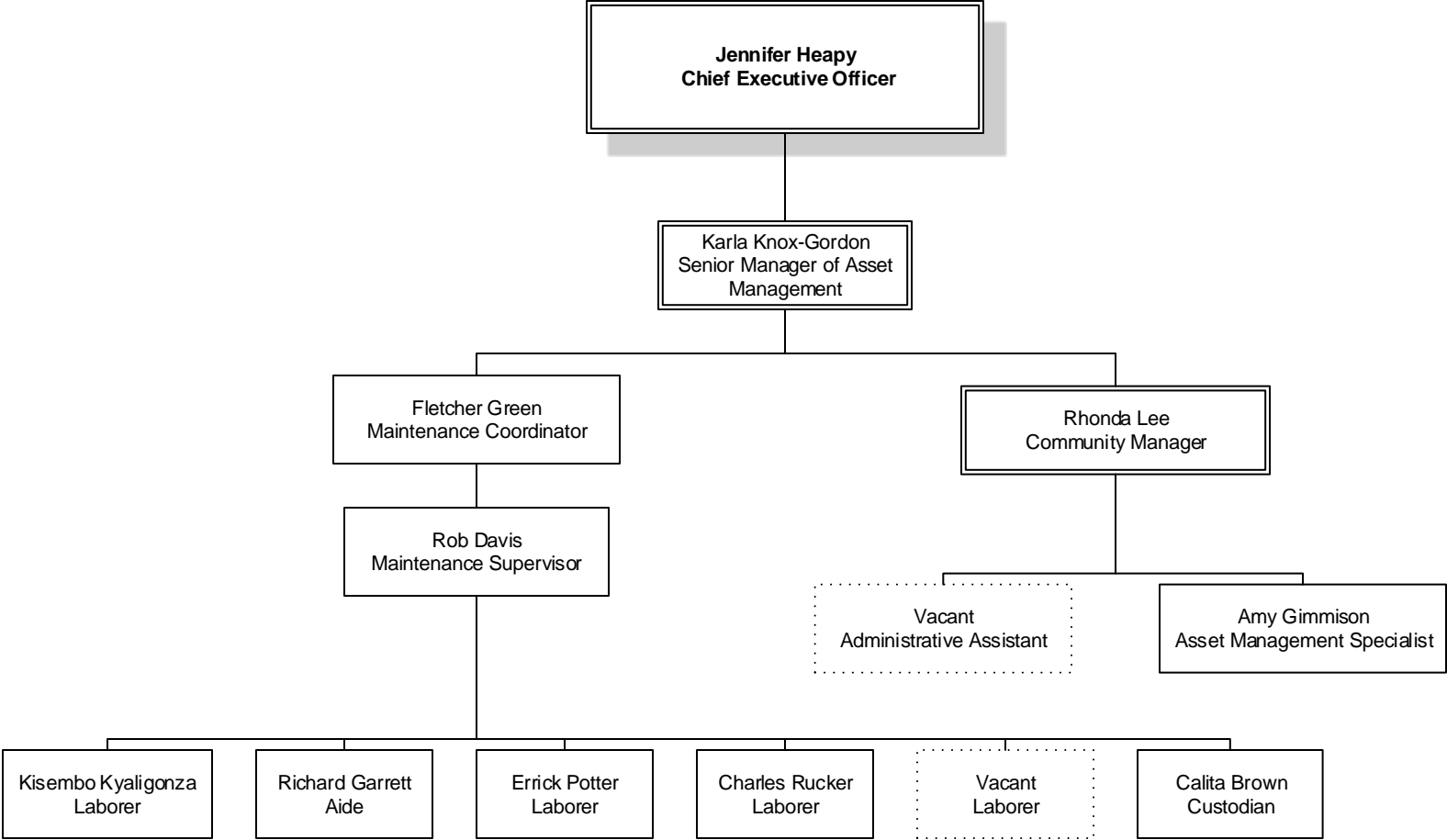
Vacant  
Custodian

Vacant  
Custodian

Antwain Roper  
Custodian

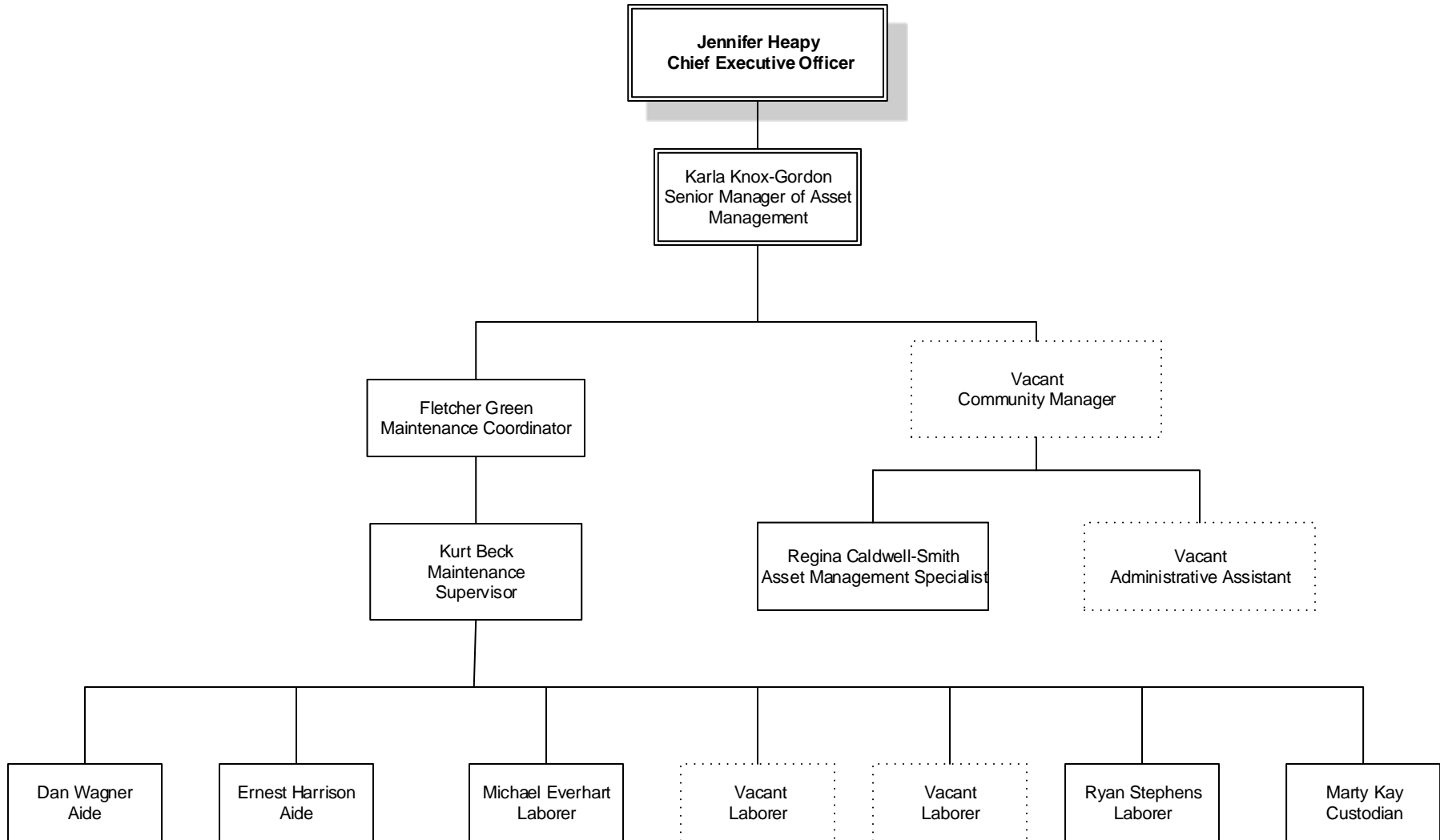
# MT CREST

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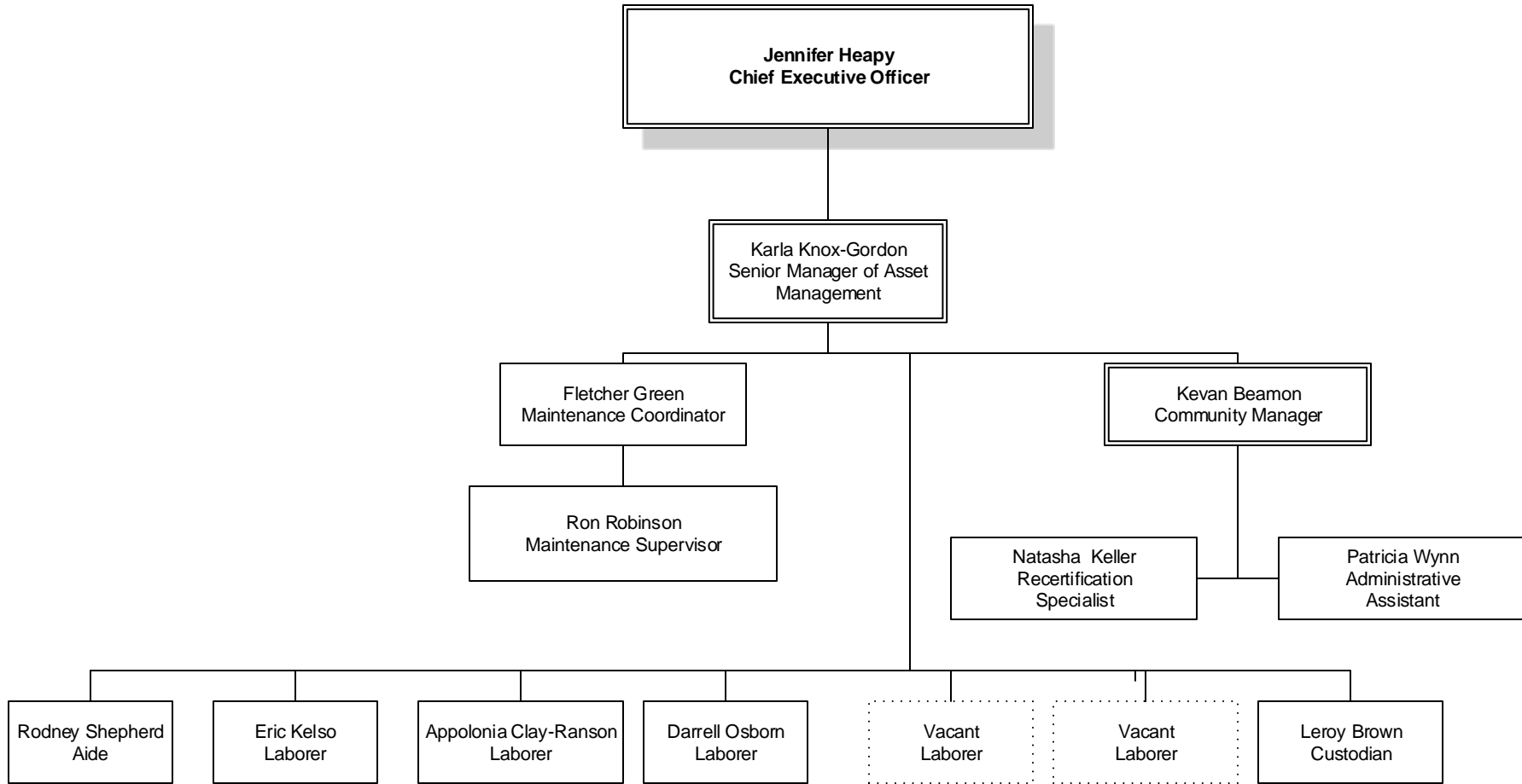
# PARK MANOR

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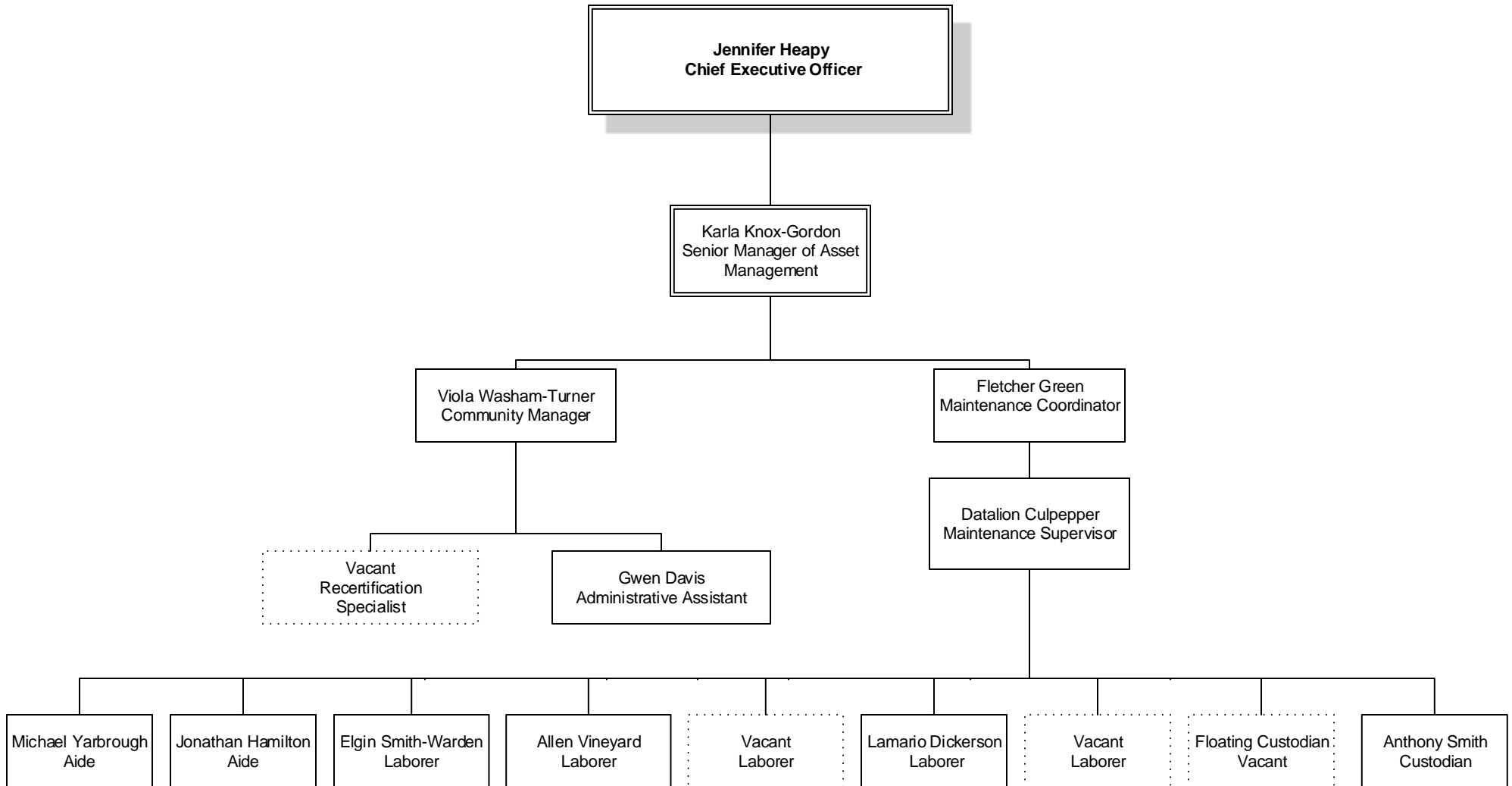
# WENTWORTH

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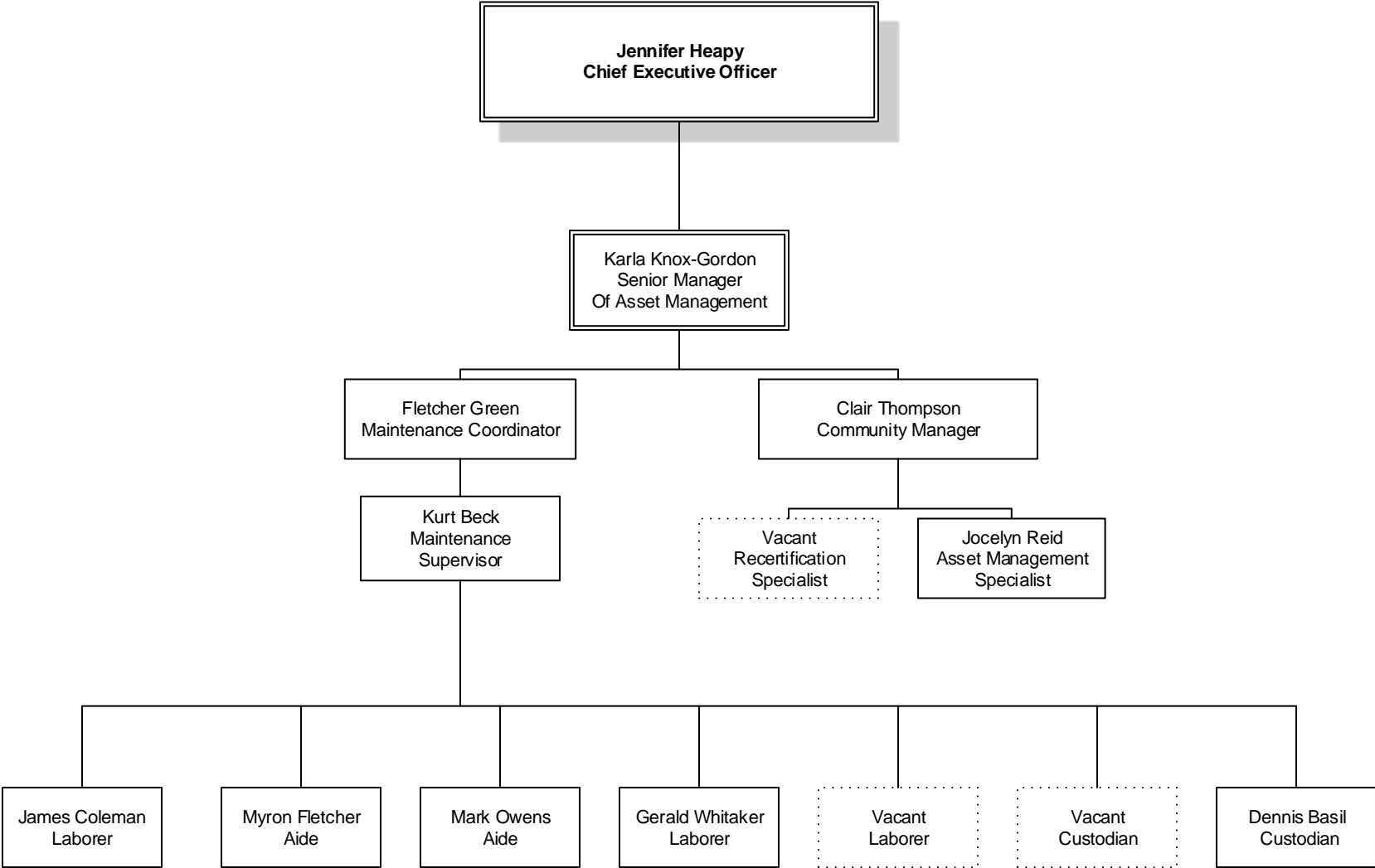
# WESTDALE/OLIVE HILLS

AUGUST 2024



# WILKINSON

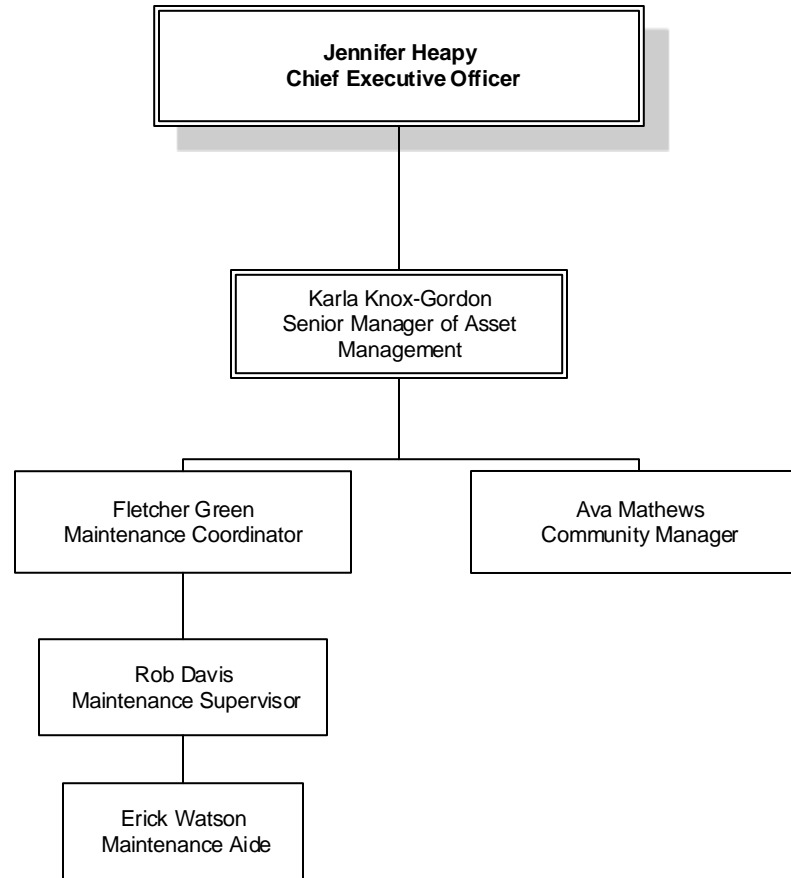
AUGUST 2024





# PREMIER ASSET MANAGEMENT WINDCLIFF VILLAGE

AUGUST 2024



# DAYTON VIEW

AUGUST 2024

