



Strategic Planning Consulting Services necessary to produce a Comprehensive
5 year Strategic Plan for the period of 2022 – 2027.

Issued: August 3, 2021

Pre-Proposal Conference: 3:00 PM on Monday, August 16, 2021

at the RHA's Administrative Offices at 900 Haynes Street, Raleigh, NC

Proposal Due Date: August 27, 2021 by 4:00 pm

Issued By:

THE HOUSING AUTHORITY OF THE CITY OF RALEIGH

900 Haynes Street
Raleigh, NC 27604

919-831-8300 (phone)
919-508-6160 (fax)

Section A

Request for Proposals

The Raleigh Housing Authority (RHA) will receive Proposals for the following service:

Strategic planning consulting services necessary to produce a comprehensive 5 year Strategic Plan for the period of 2022 – 2027.

Proposals will be receive until: Closing Time: 4:00 pm

Closing Date: August 27, 2021

Where: 900 Haynes Street, Raleigh, NC 27604

Phone: 919-831-8300

The RHA will conduct a pre-proposal conference on August 16, 2021, at 2:00 pm at the RHA's Administrative Offices located at 900 Haynes Street, Raleigh, NC. Attendance at the pre-proposal conference, although not required, is encouraged. Proposals will be reviewed and evaluated on the criteria defined in Section D of the Request for Proposals (RFP) packet. A contract will be awarded to the most responsible offeror who has complied with the conditions of the specifications.

Proposals received after the stated closing time and date will not be considered.

Proposals may be obtained at the RHA, located at 900 Haynes Street, Raleigh, NC. Questions regarding the specifications should be in writing and directed to Laura McCann at lmccann@rhaonline.com.

RHA reserves the right to reject any and all proposals, to advertise for new proposals or proceed to accomplish the award by any means determined to be in the best interest of the Authority.

Pursuant to established RHA and HUD Affirmative Action and Equal Employment Opportunity goals, all Contractors are advised they must to the greatest extent feasible satisfy the goal to utilize Section 3 Business Concerns and qualified women-owned and minority-owned businesses to perform subcontract work or supply materials and/or equipment for the project and Section 3 eligible residents for workforce content.

RALEIGH HOUSING AUTHORITY

BY: J. Wayne Felton, Executive Director

Section B

Introduction

The Raleigh Housing Authority (RHA) exists to develop and maintain decent, safe and sanitary housing and to address the economic and social needs of its residents. RHA is committed to high standards of public accountability and continuous improvement through management excellence, professional development, and customer satisfaction. The RHA is a quasi-governmental organization, governed by a Board of Commissioners including nine commissioners appointed by the Mayor and led by an Executive Director who reports to the Board.

RHA was officially established in 1938 to provide affordable, clean and decent public housing to poor, working families who lived in the deplorable slums of that era. Over an 83-year period, the RHA constructed more than 1,400 units of public housing and 484 affordable market rate apartments owned by CAD, its non-profit affiliate, throughout the City of Raleigh. The RHA has come to administer over 3,900 Section 8 vouchers.

The RHA's devotion to providing high quality housing and services to those in need is persistent, enduring, and innovative. The agency's commitment to be a better neighbor, to actively pursue ways to improve the health and safety of our residents, to strategically align visions with our community partners and help people grow has never waned. The RHA, its staff and residents, look forward to the continued provision of homes and services to the greater Raleigh area.

Rated as a high performing housing authority by the U.S. Department of Housing and Urban Development's Public Housing Assessment System (PHAS) and Section Eight Management Assessment Program (SEMAP), the RHA currently administers 1,444 public housing units that house residents in elderly/disabled, family and scattered site developments. RHA also oversees the administration of 3,921 Section 8 vouchers housing individuals in a program that allows low-income families to rent in the private market. RHA partners with several different agencies to provide services to our residents. A few of these agencies are:

- Communities in School (CIS): Operates 5 onsite learning centers at some of our properties where they provide out-of-school support to K-12 students.
- Saint Saviour's: Provides services to our seniors at nearby properties. They also provide space to Meals on Wheels and administer a Diaper Train program.
- Art's Together: Provide dance classes to our residents at various properties.
- Dress for Success: Provides resume and interview training for residents seeking a career.
- Jobs 4 Life: Helps match residents with career opportunities.
- Building Futures Initiative: This is a pilot program with HUD in which we are one of two agencies in the country working on this initiative. The program is designed to help train and place residents in construction jobs to assist them in moving towards self-sufficiency. We are partnering with our local technical college and other entities to make this program a success.

Strategic plans identify a housing authority's mission, vision, long-term goals, objectives and actions, as well as approaches the agency will implement to evaluate progress. This is the first strategic plan RHA will have for the agency. RHA is seeking proposals from consultants with demonstrated professional competence and experience to facilitate a comprehensive planning process that results in a strategic plan that will guide the direction, focus, scope of services, and development of the RHA during the time period of 2022-2027. The planning process will focus on the need to maintain and expand quality affordable

housing programs and supportive services, within a realistic evaluation of operational, programmatic, and capital needs and projection of available funding for capital and operational initiatives and with a commitment to quality customer service and communication.

Section C

Statement of Work

The successful consultant will be expected to perform the following duties and tasks, meet required milestones and deliver completed reports and plans during the project term.

Phase 1: Evaluation of RHA and Status of Current Strategic Plan

The successful candidate will work closely with RHA's strategic planning team, comprised of RHA's Executive Director, senior management and a Board subcommittee, to evaluate:

- Current mission,
- Operational data,
- RHA's standing in the community - its perceived strengths, weaknesses, opportunities and threats,
- Evaluate and incorporate Communication Plan with the Strategic Plan,
- Whether current goals and strategies should be eliminated, maintained or expanded,
- New potential opportunities, such as asset repositioning for public housing units, ways to mitigate threats as well as any needed internal capacity improvements, and opportunities for RHA to expand its role in the community, and
- Succession planning.

The successful candidate will be expected to compile the information gleaned from this evaluation phase into a comprehensive report that will inform the 2022-2027 RHA Strategic Plan; this report must be presented to the RHA Board of Commissioners during its January 2022 Board meeting. The evaluative phase is expected to include the following tasks:

1. Kick-Off Meeting

The consultant will meet with RHA's strategic planning committee to discuss the parties' roles and responsibilities in the strategic planning process. RHA will provide the consultant with relevant information from prior strategic planning processes, the consultant will identify necessary operational data collection by RHA staff, and the parties will discuss the best means for executing the project deliverables.

2. Create and Conduct Anonymous Surveys

The strategic planning consultant will work with RHA's strategic planning team to create and administer several different types of surveys that can elicit comparable responses from a variety of sources, including RHA's staff, board members, public housing residents, Section 8 program participants, Section 8 landlords, and community partners. The goal of these surveys is to assess whether RHA's current goals should continue to inform RHA's 2022-2027 strategic vision and what, if any, new goals should be articulated.

3. Conduct Focus Groups

The consultant will work with RHA's strategic planning team to conduct focus groups involving public housing residents, Section 8 program participants, Section 8 landlords, funders, and community partners. The goal of these focus groups is to evaluate RHA's current standing in the community, any perceived strengths, weaknesses, opportunities and threats. The goals of the focus groups will also be to assess whether RHA's current strategic directions should continue to inform RHA's 2022-2027 strategic vision and what, if any, new goals should be articulated. In addition, feedback will be sought regarding attitudes toward affordable housing, neighborhood stability, economic opportunity, and RHA communications for public housing and Section 8 program participants.

4. Conduct Interviews

The consultant will conduct interviews of:

- Select members of RHA's Board of Commissioners to evaluate and establish goals for the Strategic Plan and to discuss the Board's vision for RHA;
- Government agency partners at City, State and Federal levels to evaluate RHA's perceived strengths, weaknesses, opportunities and threats and evaluate current activities; and
- Key local partner agencies to evaluate RHA's perceived strengths, weaknesses, opportunities and threats and evaluate current activities.

5. Review Data

The consultant will review a range of operational data to identify trends requiring attention in the strategic plan.

6. Evaluation Compilation and Report

At the conclusion of the survey, focus groups, interviews, and data collection, the planning consultant will compile and analyze the information obtained during the evaluation process. The consultant will provide a written report with its analysis, as well as the compilation of survey responses, focus group and interview summaries.

The report must be provided to the strategic planning committee and RHA Executive Director for review and presented to RHA's Board of Commissioners during its January 2022 Board meeting.

Phase II – Develop New Strategic Plan

During Phase 2, the consultant will work with RHA's board and strategic planning team to draft a new 2022-2027 plan informed by the evaluative report.

1. Internal Planning

The consultant will share pertinent information from the evaluative report and hold individual planning sessions with RHA Departments including Accounting and Finance, Human Resources, Information Technology, Property Management, Maintenance, Resident Services, Leased Housing, and Development as well as the Executive Director to solicit recommendations for the 2022-2027 plan.

2. RHA Strategic Planning Retreat

Using the evaluative report as a baseline, the consultant will lead RHA's Board of Directors, senior staff and strategic planning committee in a retreat where new strategies are developed.

3. Draft Strategic Plan

Working closely with the Executive Director, staff and Board members, the consultant will produce a first draft strategic plan using a mutually agreed upon format.

4. Phase II Conclusion

The successful candidate will be expected to present a first draft of the plan to RHA's Board of Commissioners during its June 2022 Board Meeting. The final plan must be ready for passage in the regularly scheduled August 2022 Board Meeting.

Assumptions and Time Lines

1. RFP Schedule

DATE	EVENT
July 30	RFP Issued
August 16 at 3 pm	Pre-proposal Conference
August 17	Deadline for respondents to submit questions
August 23	RHA responds to questions
August 27	Proposal due date
August 30 – September 15	Evaluation of proposals
September 9-10	Proposer presentations
By September 22	Notification to successful consultant of preliminary selection
By September 30	Contract approval
October 1	Performance begins

1. Attend Periodic Meetings

RHA expects that the consultant will be available for periodic meetings, including the Kick-Off Meeting, Evaluative Report Presentation, Board Retreat and Draft Plan Presentation. Also, consultant must be available for conference calls throughout the planning process.

2. Bi-Weekly Status Updates

The consultant will provide status updates every two weeks via e-mail to RHA Strategic Planning Committee Coordinator throughout the planning process, as well as be available by phone, as needed.

3. Dedicated Team

The successful candidate will have dedicated staff from the firm assigned to the project, including a primary point of contact for the duration of the engagement.

4. Milestones/Term/Schedule

RHA estimates that its strategic planning process will take no more than twelve months to complete. The consultant will perform the majority of the tasks described in the RFP over the course of ten months between October 1, 2021 – August 31 2022, but should remain available to consult with RHA throughout the strategic planning process.

5. Key Deliverables Due Date

Deliverable	Due Date
Kick-off meeting with Board sub-committee, senior staff and strategic planning committee	October 11, 2021
Present draft surveys, interview questions and focus group presentations to RHA for review	October 18, 2021
Send surveys to RHA staff, board members, donors, customers and stakeholders	November 1, 2021
Conduct phone interviews of select board members, government staff, elected officials, residents, and community partner agencies. Conduct at least two focus groups with residents and community agencies. Compile and analyze results of surveys, focus groups and interviews	November and December 2021
Synthesize information into a draft evaluative report for RHA Executive Director and Strategic Planning Sub-Committee of the Board of Commissioners	January 17, 2022
Present final evaluative report in a presentation to the full Board of Commissioners	February 24, 2022
Conduct meetings with RHA department staff to garner and discuss recommended strategies for the 2022-2028 strategic plan	March -April 2022
Conduct RHA retreat to garner recommended strategies for 2022-2028 strategic plan	TBD
Compile feedback from internal constituents and provide a strategic plan outline for RHA Executive Director and Strategic Planning Committee for review	June 1, 2022

Present first draft of strategic plan to RHA Strategic Planning Sub-Committee of the Board of Commissioners	June 23, 2022
Final 2022-2028 strategic plan complete and accepted by Board of Directors	August 25, 2022

Section D

Evaluation Criteria and Process

1. Each proposal received by RHA will be initially reviewed to determine if it meets the submission requirements as stated in the RFP. The RHA, in its sole discretion may reject a proposal as non- responsive if:
 - The forms furnished by the RHA are not used or are altered, or if the proposed costs are not submitted as required or where provided;
 - If all requested attachments do not accompany the proposal submittal;
 - If there are unauthorized additions, conditional or alternative proposals, or irregularities of any kind which may tend to make the proposal incomplete, indefinite, or ambiguous; or
 - If the proposer adds any provisions reserving the right to accept or reject any award or to enter into a contract pursuant to an award.
 - The RHA determines the proposed cost is beyond what the agency deems is reasonable and/or what it may reasonably be able to spend on the project.

2. The RHA will reject a proposal from a firm that has been suspended or debarred by any local, state, or federal agency from providing services to public housing authorities and reserves the right to reject the proposal of any respondent who has previously failed to perform any contract properly for the RHA.

3. After an initial review, any proposer whose proposal is fully complete and not rejected under any conditions of items 1 and 2 above may be invited to make a 30-minute presentation to the review committee (including time for questions and answers) on September 9th and 10th. After the completion of presentations, the committee will assign a rank to each proposal in accordance with the point system noted below. (In the event that RHA deems there to be a large number of complete proposals submitted, it reserves the right to do an initial review of written proposals using the scoring criteria listed here and invite only a select number of proposers.)

4. A committee will evaluate the written proposals and presentations received under this solicitation in accordance the evaluation criteria listed below. Respondents shall submit proposals in accordance with the following outline of evaluative criteria to receive the maximum points (100) under this RFP. Items that are not addressed within the proposal will be awarded a score of zero. Information shared during a post-proposal presentation can be considered for scoring but any written proposal considered incomplete will not be offered the opportunity to make a presentation.
 - Evidence of the respondent's ability to perform the work as indicated by profiles of the principles, the firm's professional and technical competence, past experience performing strategic planning consulting services, performance, managerial capacity in the same or similar projects, and the firm's financial viability to deliver the proposed services. The proposer must demonstrate extensive experience producing strategic plans for complex organizations, facilitating both small and large

group activities, and collaborating with a range of diverse stakeholders. (20 points);

- Experience performing strategies planning consulting services and producing strategic plans for housing authorities of the same or similar size and complexity as RHA. Demonstration of knowledge and familiarity with trends impacting public housing authorities, including asset management, asset repositioning strategies and the Rental Assistance Demonstration (RAD). (20 points)
- Capacity of assigned staff and available resources to complete the strategic plan (10 points)
- Respondent's approach to achieving the scope of work and ability to meet RHA's expectations and deadlines (10 points)
- Three (3) References provided. (5 points)
- Demonstration of status of respondent as a DBE, MBE, WBE, Section 3 Business concern (15 points)
- The lowest cost complete proposal that meets all requirements will be awarded 25 points, and all others being deducted points based on how much higher their bid is than the lowest finalist. (For example, if the second lowest finalist bidder is 12% more expensive than the lowest, the second bidder shall receive 17 points out of 20). (20 points)

5. The RHA will make an award to the top-rated responsive and responsible proposer determined by the evaluation process, presentations, negotiations, best and final offers, RHA's business needs, and the proposer's ability to deliver within budget the specified deliverables in a timely manner. Once the committee has ranked proposals, RHA will initiate contract negotiations with the highest ranked respondent. If negotiations between the RHA and the highest ranked respondent fail to produce a mutual agreement, the RHA will terminate those negotiations and proceed with contract negotiations with the next highest ranked proposer. At the RHA's own discretion, it may continue that process until a mutual agreement is reached between the RHA and a proposer.

6. The RHA reserves the right to reject any and all proposals.

Section E

Instructions to Offerors

1. Preparation of Offers

- A. Offerors are expected to examine the statement of work, the proposed contract terms and conditions, and all instructions. Failure to do so will be at the Offeror's risk.
- B. Each offeror shall furnish the information required by the solicitation. The offeror shall sign the offer and print or type its name on the cover sheet and each continuation sheet on which it makes an entry. The person signing the offer must initial erasures or other changes. Offers signed by an agent shall be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the RHA.
- C. Offers for services other than those specified will not be considered.

2. Explanation to Prospective Offerors

Any prospective offeror desiring an explanation or interpretation of the solicitation, statement of work, etc. must request it in writing by 4:00 pm on August 17, 2021 and direct the inquiry to Laura McCann at lmccann@rhaonline.com. RHA will provide explanations or instructions in writing. Oral explanations or instructions given before the award of the contract will not be binding. Any information given to a prospective offeror concerning a solicitation will be furnished promptly to all other prospective offerors as an amendment of the solicitation, if that information is necessary in submitting offers or if the lack of it would be prejudicial to any other prospective offerors.

3. Amendments to Solicitations

If the solicitation is amended, then all terms and conditions, which are not modified, remain unchanged.

4. Proposal Format

All respondents must submit proposals using the following format:

TAB 1: Description of Firm, 2-Page Limit

Provide a thorough description of your firm and the services your firm provides. Include biographical information on principles and key staff members, the age of the firm, location of the firm, focus of the firm, financial viability to deliver the proposed services, and description of typical and existing clients.

TAB 2: Resumes

Provide resumes of principles and key staff and partners/subcontractors if appropriate.

TAB 3: Experience and Capacity, 2-Page Limit

Provide a description of your firm's experience with strategic planning consulting, including such consulting with public housing authorities, and how the firm provided local and timely service. The proposer must submit a concise description of its experience, performance, managerial capacity to deliver the proposed services. Attach a sample of strategic plan the firm produced to the proposal as Attachment A to the proposal (does not contribute to the page limit of this tab).

Include a description of relevant facilitation experience within the last three years including lists of relevant stakeholders and how they were engaged.

TAB 4: Assigned Staff, 2-Page Limit

Identify the project manager and staff who will be assigned to work with the RHA for the proposed project, describe their relevant experience and the roles they will play. Attach resumes of all staff who will be assigned to the project as Attachment B to the proposal (does not contribute to page limit).

TAB 5: Methodology, 3-Page Limit

Describe the methodology for how your firm would design and execute the strategic planning process.

TAB 6: References

Provide a minimum of three references, with contact information, for the same or similar consulting services conducted within the past five (5) years. For each reference provide the client's name, current telephone number, mailing and e-mail addresses, description of services provided, date and location of services. Also include information concerning the completion time frame and the cost of the project for each reference. Please see Attachment D.

TAB 7: Documentation of status of respondent as a DBE, MBE, WBE, Section 3 Business concern. Provide if applicable.

TAB 8: Fee and Cost Analysis Attachment

Each proposer must provide a proposed fee and a cost analysis in the proscribed forms to RHA for the listed project **in a sealed envelope attached only to TAB 8 in the original copy of the submission** (use required forms Attachments B and C). The proposed fee is inclusive of all necessary costs to provide the proposed services, including but not limited to: employee costs and benefits; travel and per diem; clerical support; overhead; profit; supplies; materials; licensing; insurance; etc. Please note that the fee proposal for this service is inclusive of all elements required to deliver and present the strategic plan as specified herein.

TAB 9: Conflict of Interest

Identify any conflict of interest that may arise as a result of business activities or ventures by your firm and associates of your firm, employees or subcontractors relating to any individual's status as a member of the board of directors of any organization likely to interact with RHA. Describe how your firm will handle any actual or potential conflicts of interest.

TAB 10: Material Litigation, Administrative Proceeding and Investigations

Identify any material litigation, administrative proceedings, or investigations in which your firm is currently involved. Identify any material litigation, administrative proceedings or investigations in which

your firm or any of its principles, partners, associates, subcontractors or support staff was a party that has been settled within the past two (2) years. If there are no instances of litigation, administrative proceedings or investigations, please indicate the absence of these in this tab.

TAB 11: RHA Required Forms

Please include all required forms under this tab, with the exception of Attachment B (Fee Proposal) and Attachment C: (Cost Analysis); these two forms must be provided in a separate envelope attached to TAB 8 in the original copy of the proposal. The required forms that must be included in this tab are:

- Attachment A: Company Information
- Attachment D: Client References
- Attachment E. Fair Employment Practices Affidavit
- Attachment F: Contingent Fees Statement
- Attachment G: Non-Collusive Affidavit
- Attachment H: Certification for Contracts, Grants, Loans and Cooperative Agreement
- Attachment I: Certificate of Compliance- Section 3

5. Time for Receiving Proposals

Proposals received prior to the closing date and time will be securely kept, unopened. The contract officer, whose duty it is to open them, will decide when the specified time has arrived. No proposal received after the specific time will be considered.

6. Proposal Withdrawal

No proposal shall be withdrawn for a period of Ninety (90) days subsequent to the opening of the proposals without written consent of the RHA.

7. Proposal Submission

- A. Respondent must provide an original and four copies of proposals, with the original clearly identified as containing documents with original signatures, must be submitted to the RHA **by August 27, 2021 at 4:00 pm** without exception, at the following address to be eligible for consideration:

900 Haynes Street, Raleigh, NC 27604 Attention: Laura McCann

A) Proposals shall be submitted in sealed envelopes or packages using forms furnished by the RHA. All required forms shall be submitted in the envelope or packages(s), which will be clearly marked "Proposal Documents" and will show the project name and number, name of offeror and the date and time when proposals are due. Once received by the RHA, proposals will not be returned.

8. Late Submissions, Modifications, and Withdrawal of Offers

- A. Any offer received at the place designated in the solicitation after the exact time specified for receipt will not be considered unless it is received before award is made and it—

- 1) Was sent by registered or certified mail not later than the fifth calendar day before the date specified for receipt of offers (e.g., an offer by the 20th of the month must have been mailed by the 15th);
 - 2) Was sent by mail, or if authorized by the solicitation, was sent by telegram or via facsimile, and it was determined by the RHA that the late receipt was due solely to mishandling by the RHA after receipt at the RHA;
 - 3) Was sent by U.S. Postal Service Express Mail Next Day Service – Post Office to Addressee, not later than 5:00 p.m. at the place of mailing two working days prior to the date specified for receipt of proposals. The term “working days” excludes weekends and U. S. Federal holidays; or;
 - 4) Is the only offer received by RHA.
- B. Any modification of an offer, except a modification resulting from the RHA’s request for “best and final” offer (if this solicitation is a request for proposals), is subject to the same conditions as in subparagraphs (A) (1), (2) and (3) of this provision.
- C. A modification resulting from the RHA’s request for “best and final” offer received after the time and date specified in the request will not be considered unless received before award and the late receipt is due solely to mishandling by the RHA after receipt at the RHA.
- D. The only acceptable evidence to establish the date of mailing of a late offer, modification, or withdrawal sent either by registered or certified mail is the U.S. or Canadian Post Service postmark both on the envelope or wrapper and on the original receipt from the U. S. or Canadian Postal Service. Both postmarks must show a legible date of the offer, modification, or withdrawal shall be processed as if mailed late. “Postmark” means a printed, stamped, or otherwise placed impression (exclusive of a postage meter machine impression) that is readily identifiable without further action as having been supplied and affixed by employees of the U. S. or Canadian Postal Service on the date of mailing. Therefore, offerors should request the postal clerk to place a hand cancellation bull’s eye postmark on both the receipt and the envelope wrapper.
- E. The only acceptable evidence to establish the time of receipt at the RHA is the time/date stamp of RHA on the offer wrapper or other documentary evidence of receipt maintained by the RHA.
- F. The only acceptable evidence to establish the date of mailing of a late offer, modification, or withdrawal sent by Express Mail Next Day Service-Post Office to Addressee is the date entered by the post office receiving clerk on the “Express Mail Next Day Service-Post Office to Addressee” label and the postmark on both the envelope and wrapper and on the original receipt from the U. S. Postal Service. “Postmark” has the same meaning as defined in paragraph (C) of this provision, excluding postmarks of the Canadian Postal Service. Therefore, offerors should request the postal clerk to place a legible hand cancellation bull’s eye postmark on both the receipt and the envelope or wrapper.
- G. Notwithstanding paragraph (A) of this provision, a late modification of an otherwise successful

offer that makes its terms more favorable to the RHA will be considered at any time it is received and may be accepted.

9. Responsibility of Prospective Contractor

- A. The RHA shall award a contract only to a responsive and responsible prospective contractor who is able to perform successfully under the terms and conditions of the proposed contract. To be determined responsible, a prospective contractor must –
- 1) Have adequate financial resources to perform the contract, or the ability to obtain them;
 - 2) Have a satisfactory performance record;
 - 3) Have a satisfactory record of integrity and business ethics;
 - 4) Have a satisfactory record of compliance with public policy (e.g. Equal Employment Opportunity); and
 - 5) Not have been suspended, debarred, or otherwise determined to be ineligible for award of Contracts by the Department of the U. S. Government. Current lists of ineligible contractors are available for inspection at the RHA/HUD.
- B. Before an offer is considered for award, the offeror may be requested by the RHA to submit a statement or other documentation regarding any of the foregoing requirements. Failure by the offeror to provide such additional information may render the offeror ineligible for award.

10. Negotiations with Selected Offeror

Once the evaluation process is complete, the RHA will negotiate with the highest ranked offeror. The negotiations will include clarifying the specific scope of work and performance period. If the RHA and the highest ranked offeror fail to reach an agreement, the RHA may negotiate with the next highest ranked offeror to reach an agreement, unless RHA determines that it is in its best interest to re-solicit for these services.

11. Contract Award

The contract(s) will be awarded to the most responsive and responsible firm, which is most advantageous to the RHA, provided the proposal complies with all conditions of the Request for Proposal (RFP). The RHA reserves the right to reject any and all proposals and to waive any informality in the solicitation. The RHA is prohibited from making an award to firms (including subcontractors) or any individuals that are on the list of firms ineligible to receive awards from the United States Governments, as furnished by HUD.

12. Service of Protest

Any protest against the award of a contract pursuant to this solicitation shall be served on the RHA by obtaining written and dated acknowledgement of receipt from the RHA at the address shown on the cover of this solicitation. The determination of the RHA with regard to such protest or to proceed to award notwithstanding such protest shall be final unless the protestor makes an appeal.

13. Notice of Award

All offerors will be notified by mail of the RHA's selection as soon as possible. A successful offeror will

be
issued a Notice of Award.

14. Commencement of Work

The selected firm will be expected to begin work within ten (10) days of receipt of the Notice to Proceed.

15. Cost of Producing Proposal

All costs of producing proposals are the responsibility of the offeror. The RHA will not reimburse any cost incurred to produce and to respond to this solicitation, to participate in oral presentations or to participate in negotiation with RHA for any offeror.

ATTACHMENT A: COMPANY INFORMATION

Name of Organization

Business Address

Phone Number

Name of Principal Owners

**(Leave
blank if publicly owned)**

Number of Years in Business

**Location of office which
would service the RHA**

Contact person

ATTACHMENT B: FEE PROPOSAL FORM

The undersigned proposer hereby states that by completing this Form and all other documents within this proposal submittal, he/she is verifying that all information provided herein is, to the best of his/her knowledge, true and accurate, and if the RHA discovers any information entered herein to be false, that shall entitle RHA to not consider or make award or to cancel any award with the undersigned party. Further, by completing and submitting a proposal, and by entering and submitting costs and submitting the costs where provided, the undersigned proposer is thereby agreeing to abide by all terms and conditions pertaining to this RFP as issued by RHA, in hard copy. Pursuant to all RFP documents, all attachments, and all completed documents submitted by the proposer, including these forms, addendums, and all attachments, the undersigned proposed to supply RHA with the services described herein for the fee(s) entered within the areas provided.

Base Bid

Proposed fees for strategic planning consulting services as specified herein, including all costs are:
\$ _____

Delivery shall be completed in _____ days from the notice to proceed.

Staff prices: hourly staff pricing will be utilized for additional work if requested by RHA. The actual amount required will be only as requested by RHA and may be none at all. **These hourly prices are not included in the base bid above.**

Item	Staff Name and Title	Certifications	Hourly Rate
1			\$
2			\$
3			\$
4			\$
5			\$
6			\$
7			\$
8			\$
9			\$
10			\$
11			\$
12			\$
13			\$

Additional Travel Costs: To be utilized only if additional work is requested.

1. Air fare round trip per flight: \$ _____ (RHA will only reimburse coach)
2. Per Diem daily rate: \$ _____ (may not exceed GSA rate)
3. Rental car per day \$ _____ (mid-size rate only)

RHA will not pay surcharges to the contractor to arrange for these services.

ATTACHMENT C: COST ANALYSIS

HUD regulations require a cost analysis prior to an award of a contract.
Please supply the information requested below as to how the base proposal fee on the proposal fee sheet was tabulated.

DIRECT COSTS:

Direct Labor (Personnel)	\$ _____
Equipment	\$ _____
Supplies	\$ _____
Travel and Per Diem	\$ _____
Subcontractors or Consultants	\$ _____
Other (computer time, copying, long-distance phone calls, etc.)	\$ _____

INDIRECT COSTS:

Overhead	\$ _____
General & Administrative Expenses	\$ _____

PROFIT OR FEE	\$ _____
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ATTACHMENT D: CLIENT REFERENCES

PLEASE PROVIDE ON A SEPARATE SHEET OF PAPER LABELED ATTACHMENT B, AT LEAST THREE (3) AND NOT MORE THAN FIVE (5) CLIENT REFERENCES. INFORMATION SHOULD INCLUDE:

Customer Name

Address

Contact Person

Phone Number

Email Address

A brief description of the role the consultant played in the engagement(s) for this client and the current implementation status of such project(s).

ATTACHMENT E

FAIR EMPLOYMENT PRACTICE STATEMENT AFFIDAVIT

STATE OF _____

COUNTY OF _____

After being first duly sworn according to law, the undersigned (Affiant) states that he/she is _____ of _____ (Contractor) and that by its employment policy, standards and practices the Contractor does not subscribe to any personnel policy which permits or allows for the promotion, demotion, employment, dismissal of, laying off of any individual due to his/her race, creed, color, national origin, age sex, or handicapping condition.

Any further Affiant sayeth not.

Signature

Type/Print Name

Sworn to and subscribed before me on this _____ day of _____

NOTARY PUBLIC

My Commission Expires:

ATTACHMENT F: CONTINGENT FEES STATEMENT

State of _____

County of _____

In accordance with the Providence Housing Authority's policy, it is a breach of ethical standards for a person to be retained, or to upon an agreement or understanding for a contingent commission, percentage, or brokerage fee, except for retention of bona fide employees or bona fide established commercial selling agencies for the purpose of securing business. After being first duly sworn according to law, the undersigned (affiant) states that he/she is the

_____, of _____ (Offeror) and that the Offeror has not retained anyone in violation of the foregoing.

And further Affiant sayeth not.

By: _____ Title: _____

Sworn to and subscribed before me on this _____ day of _____, 20__

Notary Public

My Commission Expires:

ATTACHMENT G: NON-COLLUSIVE AFFIDAVIT

State of _____

County of _____

_____, being first duly sworn, deposes and says that:

(1) He/She is _____ of _____, the Vendor that has submitted the attached Proposal:

(2) He/She is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;

(3) Such Proposal is genuine and not collusive or sham; that said vendor has not colluded, conspired, connived or agreed, directly or indirectly, with any bidder or person to put in a sham bid or to refrain from bidding and has not, in communications or conference, with any person, agreed to fix any overhead, profit or cost element of said bid price, or that of any other bidder, or to secure any advantage against the Providence Housing Authority or any person interested in the proposed contract; and that all statements in said proposal of bid are true; and;

(4) Any professional fees arrived at during negotiations must be fair and proper and are not to be tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Professional or any of its agents, representatives, owners, employees or parties in interest, including this affidavit.

(Signed) _____

Title

Sworn to and subscribed before me on this _____ day of _____, 20____

Notary Public

My Commission Expires:

**ATTACHMENT H: CERTIFICATION FOR CONTRACTS, GRANTS, LOANS AND
COOPERATIVE AGREEMENTS**

The undersigned certifies, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any persons, for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U. S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure. Executed this __ day of __, 20__

By:

(Signature of Authorized Official)

(Signature of Authorized Official)

Sworn to and subscribed before me on this _____ day of _____, 20_____.

Notary Public

ATTACHMENT I: CERTIFICATE OF COMPLIANCE- SECTION 3

_____ (hereinafter called the Company) certifies compliance with Regulations to Section 3 of Housing and Urban Development Act of 1968 as required upon being awarded a contract to _____ in Raleigh, NC.

Section 3 Requirements PART 75.9

(a) *Employment and training.* (1) Consistent with existing Federal, state, and local laws and regulations, PHAs or other recipients receiving public housing financial assistance, and their contractors and subcontractors, must make their best efforts to provide employment and training opportunities generated by the public housing financial assistance to Section 3 workers.

(2) PHAs or other recipients, and their contractors and subcontractors, must make their best efforts described in paragraph (a)(1) of this section in the following order of priority:

(i) To residents of the public housing projects for which the public housing financial assistance is expended;

(ii) To residents of other public housing projects managed by the PHA that is providing the assistance or for residents of Section 8-assisted housing managed by the PHA;

(iii) To participants in YouthBuild programs; and

(iv) To low- and very low-income persons residing within the metropolitan area (or nonmetropolitan county) in which the assistance is expended.

(b) *Contracting.* (1) Consistent with existing Federal, state, and local laws and regulations, PHAs and other recipients of public housing financial assistance, and their contractors and subcontractors, must make their best efforts to award contracts and subcontracts to business concerns that provide economic opportunities to Section 3 workers.

(2) PHAs and other recipients, and their contractors and subcontractors, must make their best efforts described in paragraph (b)(1) of this section in the following order of priority:

(i) To Section 3 business concerns that provide economic opportunities for residents of the public housing projects for which the assistance is provided;

(ii) To Section 3 business concerns that provide economic opportunities for residents of other public housing projects or Section-8 assisted housing managed by the PHA that is providing the assistance;

(iii) To YouthBuild programs; and

(iv) To Section 3 business concerns that provide economic opportunities to Section 3 workers residing within the metropolitan area (or nonmetropolitan county) in which the assistance is provided.

RALEIGH HOUSING AUTHORITY

NEW VENDOR REGISTRATION

COMPANY NAME: _____

CONTACT NAME: _____

ADDRESS: _____

EMAIL: _____

PHONE: _____

FAX: _____

RACIAL/ETHNIC GROUP (CHECK BOX:)

For US Department of Housing and Urban Development reporting purposes.

1. White Americans
2. Black Americans
3. Native Americans
4. Hispanic Americans
5. Asian/Pacific Americans
6. Hasidic Jews
7. Other: Please specify _____
8. Refused to Provide

WOMAN OWNED BUSINESS? Check: **No** _____ **Yes** _____

A W-9 FORM MUST BE SUBMITTED WITH NEW VENDOR REGISTRATION.

CONTRACTORS: A CURRENT CERTIFICATE OF INSURANCE *MUST* BE SUBMITTED.

Products or Services you provide: _____

FORM COMPLETED BY: _____ DATE: _____