



Request for Proposals Strategic Planning Consultant

INTRODUCTION

Through this Request for Proposals (“RFP”), Rhode Island Housing seeks proposals from qualified firms to design and facilitate a targeted strategic planning process.

INSTRUCTIONS

One (1) original(s) and **three (3)** copies of the proposal should be submitted to Rhode Island Housing, 44 Washington Street, Providence, Rhode Island 02903-1721, Attn: **Carol Ventura, Deputy Director**. Please also direct a courtesy copy by email to: cventura@rihousing.com. Proposals should be concise and include all attachments and work samples. Proposals should be presented on business letterhead.

Proposals must be received no later than 5:00 EST p.m. on Friday, April 28, 2017.

Respondents are advised that all submissions (including those not selected for engagement) may be made available to the public on request upon completion of the process and award of a contract(s).

SCOPE OF WORK

Please see the Scope of Work provided at Attachment A.

ITEMS TO BE INCLUDED WITH YOUR PROPOSAL

A. General Firm Information

1. Provide a brief description of your firm, including but not limited to the following:
 - a. Name of the principal(s) of the firm.
 - b. Name, telephone number and email address of a representative of the firm authorized to discuss your proposal.
 - c. Address of all offices of the firm.
 - d. Number of employees of the firm.

B. Experience and Resources

1. Describe your firm and its capabilities. In particular, support your capacity to perform the Scope of Work.
2. Indicate which principals and associates from your firm would be involved in providing services to Rhode Island Housing. Provide appropriate background information for each such person and identify his or her responsibilities.
3. Please provide a detailed list of references, including a contact name and telephone number for organizations or businesses for whom you have performed similar work.
4. Provide a sample of work completed on a previous engagement, including processes used to engage both internal and external constituencies, preliminary reports, final reports, and a roadmap.
5. 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 Rhode Island Housing.
6. Identify any material litigation, administrative proceedings or investigations in which your firm is currently involved. Identify any material litigation, administrative proceedings or investigations, to which your firm or any of its principals, partners, associates, subcontractors or support staff was a party, that has been settled within the past two (2) years.
7. Describe how your firm will handle actual and or potential conflicts of interest.

C. Fee Structure

The cost of services is one of the factors that will be considered in awarding this contract. The information requested in this section is required to support the reasonableness of your fees.

1. Please provide a cost proposal for providing the Scope of Work at Attachment A. Describe your proposed fee structure for this engagement. Please be as specific as possible.
2. Provide an itemized breakdown of billing rates and hourly costs, list of key personnel and their hourly rates, reimbursable expenses, etc. for any services that may be requested in addition to the services previously described. Provide a breakdown of costs for each specific activity/task set forth in your proposed work plan.

3. Please provide any other fee information applicable to the engagement that has not been previously covered that you wish to bring to the attention of Rhode Island Housing.
4. Rhode Island Housing is open to alternative or fixed fee billing arrangements. Please feel free to propose such non-traditional fee structures.

D. Miscellaneous

1. Rhode Island Housing encourages the participation of persons of color, women, persons with disabilities and members of other federally and State-protected classes. Describe your firm's affirmative action program and activities. Include the number and percentage of members of federally and State-protected classes who are either principals or senior managers in your firm, the number and percentage of members of federally and State-protected classes in your firm who will work on Rhode Island Housing's engagement and, if applicable, a copy of your Minority- or Women-Owned Business Enterprise state certification.
2. Discuss any topics not covered in this Request for Proposals that you would like to bring to Rhode Island Housing's attention.

E. Certifications

1. Rhode Island Housing insists upon full compliance with Chapter 27 of Title 17 of the Rhode Island General Laws, Reporting of Political Contributions by State Vendors. This law requires State Vendors entering into contracts to provide services to an agency such as Rhode Island Housing, for the aggregate sum of \$5,000 or more, to file an affidavit with the State Board of Elections concerning reportable political contributions. The affidavit must state whether the State Vendor (and any related parties as defined in the law) has, within 24 months preceding the date of the contract, contributed an aggregate amount in excess of \$250 within a calendar year to any general officer, any candidate for general office, or any political party.
2. Does any Rhode Island "Major State Decision-maker," as defined below, or the spouse or dependent child of such person, hold (i) a ten percent or greater equity interest, or (ii) a Five Thousand Dollar or greater cash interest in this business?

For purposes of this question, "Major State Decision-maker" means:

- (i) All general officers; and all executive or administrative head or heads of any state executive agency enumerated in § 42-6-1 as well as the executive or administrative head or heads of state quasi-public corporations, whether appointed or serving as an employee. The phrase

“executive or administrative head or heads” shall include anyone serving in the positions of director, executive director, deputy director, assistant director, executive counsel or chief of staff;

(ii) All members of the general assembly and the executive or administrative head or heads of a state legislative agency, whether appointed or serving as an employee. The phrase “executive or administrative head or heads” shall include anyone serving in the positions of director, executive director, deputy director, assistant director, executive counsel or chief of staff;

(iii) All members of the state judiciary and all state magistrates and the executive or administrative head or heads of a state judicial agency, whether appointed or serving as an employee. The phrase “executive or administrative head or heads” shall include anyone serving in the positions of director, executive director, deputy director, assistant director, executive counsel, chief of staff or state court administrator.

If your answer is “Yes,” please identify the Major State Decision-maker, specify the nature of their ownership interest, and provide a copy of the annual financial disclosure required to be filed with the Rhode Island Ethics Commission pursuant to R.I.G.L. §§36-14-16, 17 and 18.

3. In the course of providing goods or services to Rhode Island Housing, the selected respondent may receive certain personal information specific to Rhode Island Housing customer(s) including, without limitation, customer names and addresses, telephone numbers, email addresses, dates of birth, loan numbers, account numbers, social security numbers, driver’s license or identification card numbers, employment and income information, photographic likenesses, tax returns, or other personal or financial information (hereinafter collectively referred to as the “Personal Information”). The maintenance of the Personal Information in strict confidence and the confinement of its use to Rhode Island Housing are of vital importance to Rhode Island Housing. Please include a letter from your president, chairman or CEO certifying that, in the event your firm is selected:

(i) any Personal Information disclosed to your firm by Rhode Island Housing or which your firm acquires as a result of its services hereunder will be regarded by your firm as confidential, and shall not be copied or disclosed to any third party, unless Rhode Island Housing has given its prior written consent thereto; and

(ii) your firm agrees to take all reasonable measures to (a) ensure the security and confidentiality of the Personal Information, (b) protect against any anticipated threats or hazards to the security or integrity of

the Personal Information, and (c) maintain reasonable security procedures and practices appropriate to your firm's size, the nature of the Personal Information, and the purpose for which the Personal Information was collected in order to protect the Personal Information from unauthorized access, use, modification, destruction or disclosure; and

(iii) when discarding the Personal Information, destroying it in a commercially reasonable manner such that no third party can view or recreate the information, electronically or otherwise.

These provisions, which implement the requirements of the Rhode Island Identity Theft Protection Act, R.I.G.L. § 11-49.2 et seq., will also be incorporated into the final contract with the selected respondent(s).

4. Please include a letter from your president, chairman or CEO certifying that (i) no member of your firm has made inquiries or contacts with respect to this Request for Proposals other than in an email or written communication to **Carol Ventura**, cventura@rihousing.com seeking clarification on the Scope of Work set forth in this proposal, from the date of this RFP through the date of your proposal, (ii) no member of your firm will make any such inquiry or contact until after April 28, 2017, (iii) all information in your proposal is true and correct to the best of her/his knowledge, (iv) no member of your firm gave anything of monetary value or promise of future employment to a Rhode Island Housing employee or Commissioner, or a relative of the same, based on any understanding that such person's action or judgment will be influenced and (v) your firm is in full compliance with Chapter 27 of Title 17 of the Rhode Island General Laws, Reporting of Political Contributions by State Vendors.

EVALUATION AND SELECTION

A selection committee consisting of Rhode Island Housing employees (the "Committee") will review all proposals and make a determination based on the following factors:

- Professional capacity to undertake the Scope of Work
- Proposed fee structure
- Ability to perform within time and budget constraints
- Evaluation of potential work plans
- Previous work experience and performance with Rhode Island Housing and/or similar organizations
- Recommendations by references
- Firm minority status and affirmative action program or activities
- Other pertinent information submitted.

Rhode Island Housing may invite one or more finalists to make presentations.

In its sole discretion, Rhode Island Housing may negotiate with one or more firms who have submitted qualifications to submit more detailed proposals on specific projects as they arise.

By this Request for Proposals, Rhode Island Housing has not committed itself to undertake the work set forth. Rhode Island Housing reserves the right to reject any and all proposals, to rebid the original or amended scope of services and to enter into negotiations with one or more respondents. Rhode Island Housing reserves the right to make those decisions after receipt of responses. Rhode Island Housing's decision on these matters is final.

For additional information contact: Carol Ventura, cventura@rihousing.com.

Attachment A

Scope of Work

Rhode Island Housing seeks to engage a consulting firm to design and facilitate an agency Strength Weaknesses Opportunities and Threats (“SWOT”) analysis and a three-year strategic plan.

As the state Housing Finance Agency, Rhode Island Housing works to ensure that all people that live or work in Rhode Island can afford a healthy, attractive home that meets their needs. Rhode Island Housing’s investment in housing development creates jobs and stimulates economic development while meeting the housing needs of our growing and changing population. As an organization critical to the state’s economy we provide important services. In order to effectively address challenges and to pursue opportunities, we need to ensure that we have the capacity, leadership skills and technical ability to grow our business to achieve our goals, priorities and mission.

Specifically, Rhode Island Housing is seeking a consultant to provide the following services:

- **SWOT Analysis.** Work with key management staff to assess current status and key issues facing the agency. Develop an internal and external environmental scan. The internal assessment will inform on agency capacity to grow current or new lines of business; organizational development areas; and other challenges to business expansion and growth. The external assessment will inform on state or regional opportunities available for business expansion and growth; challenges to implementing new initiatives and programs; and partnerships necessary to achieve our goals and objectives.
- **Three-year Action and Implementation Plan.** Work with key management staff to facilitate the development of a three-year implementation plan (with clearly defined actions) based upon the goals and objectives developed through the SWOT Analysis process.

Strategic Planning Outcomes:

- Updated organizational goals, priorities and milestones.
- Definition of our role in growing the state’s economy and in providing housing for Rhode Island residents.
- Identification of internal competencies, development areas and business growth potential.
- Opportunities to improve agency efficiency and to develop and implement best practices in the industry.

- A three-year roadmap that includes measurable objectives, outcomes, and a process to report these objectives with metric information available from existing Rhode Island Housing technology and tracking systems.

The variety and type of consulting assistance required will vary depending on program goals and agency needs and may include any of the following types of services:

- Design and execute strategic engagement and involvement opportunities including but not limited to: focus groups, interviews, facilitated planning sessions, etc;
- Design planning sessions that reach concrete conclusions and incorporate feedback from staff and participating stakeholders;
- Develop agendas, strategies and activities that are relevant to the diversity of housing stakeholders (staff, elected officials, housing developers, business partners, regional government partners, etc);
- Write comprehensive and usable summaries of meetings;
- Provide final report(s) with recommendations/findings;
- Engage staff and Board members (at all levels) in planning and implementation processes;
- Assist in achieving widespread understanding and support for the strategic plan and its implementation;
- Define both short- and long-term goals of the agency through the creation of a three-year strategic planning document or system;
- Work effectively with other consultants and Rhode Island Housing staff as part of a team.

Additionally, selected consultant(s) will:

- Develop Implementation Work Plan, including:
 - Detailed steps to take prior to, during and after implementation to ensure success;
 - Timeline for full implementation of policy, planning and practice changes;
 - Identification of immediate system improvements.