

**Request for Action**  
**By**  
**Board of Commissioners**

**Approval of Engagement of Consultant to Conduct a Lean Process Improvement for the  
Design & Construction Department**

**A. SUMMARY OF REQUEST**

This Request for Action (“RFA”) is for approval to engage Turner & Townsend to conduct a lean process improvement for the Design & Construction team so as to evaluate the team’s work and identify areas for improvement.

**B. DISCUSSION**

The Design & Construction team is a key component of the development process. They supervise the progress of new construction and rehabilitation projects across all corporation programs, ensuring federal regulations are followed, and all construction agreements between RIHousing and developers are met. Through this engagement, RIHousing aims to understand and assess how the Design & Construction team can better meet the needs of developers, contractors, architects, and other involved partners, ultimately to facilitate the process of creating and preserving affordable housing more efficiently and in a shorter timeframe. This process will assess, in part, cost containment, guidelines and requirements, ways to improve our approach, what processes slow down the design and construction process, and roadblocks to more efficient business practices. The final product will be a report that summarizes all findings and provides recommendations on how to improve, streamline, and enhance the efficiency of the Design & Construction team's work.

Additionally, RIHousing has recently released accessibility guidelines for developers. As part of this engagement, we aim to understand the impact of these guidelines and any future endeavors to require units in affordable developments to be accessible.

In October 2025, RIHousing issued a Request for Proposals (“RFP”) to a roster of Lean Process Improvement consultants who had previously been approved by the Board of Commissioners to provide these services. A total of three (3) proposals were received. A selection committee comprised of staff from the Executive and Development divisions reviewed the responses in accordance with the criteria outlined in the RFP. Turner & Townsend’s proposal was responsive to all elements requested in the RFP. Their proposal was competitively priced and presented a thoughtful approach to the scope of work. They have relevant experience and have proposed an advantageous timeline, with plans to complete the assessment within approximately nine (9) weeks. The committee recommends engaging Turner & Townsend for an amount not to exceed \$109,625.00.

**C. RECOMMENDATION**

The attached resolution authorizing RIHousing to engage Turner & Townsend is recommended for approval.

**D. ATTACHMENTS**

- A. Resolution of the Board of Commissioners of RIHousing
- B. Scoring Matrix

## Attachment A

### Resolution of the Board of Commissioners of RIHousing and Mortgage Finance Corporation

- Whereas:** Rhode Island Housing and Mortgage Finance Corporation's ("RIHousing") enabling act provides it with all the power and authority to make and execute contracts necessary to exercise the powers and functions provided to it under the act (R.I. Gen. Laws §42-55-5(6)); and
- Whereas:** Staff of RIHousing has determined that it is in the best interests of the corporation to conduct a lean process improvement of the Design & Construction Department so as to improve processes and procedures; and
- Whereas:** RIHousing has solicited proposals from firms currently on the pre-approved Lean Process Improvement Roster who are able to substantially meet the requirements associated with this set of functions; and
- Whereas:** A selection committee comprised of staff from the Executive and Development divisions reviewed the three (3) proposals for these services, evaluated them pursuant to the criteria set forth in the Request for Proposals, and determined that Turner & Townsend had submitted the best proposal to RIHousing.

#### **NOW, THEREFORE, IT IS HEREBY:**

- Resolved:** that RIHousing be, and hereby is, authorized to enter into a contract with Turner & Townsend to provide a lean process improvement of the Design & Construction department as set forth in the Request for Proposals and the proposal submitted in response thereto;
- Resolved:** the cost for the engagement shall not exceed \$109,625.00, inclusive of travel costs;
- Resolved:** that the Executive Director, Deputy Executive Director and Director of Real Estate Development, each acting singly, be and hereby is authorized and empowered to take any and all actions necessary or desirable to carry out the foregoing resolutions, including without limitation the authority to negotiate the terms and fees of the engagement as he or she may determine are in the best interests of RIHousing, and to execute any and all agreements or documents as he or she deems necessary to carry out the foregoing and to take such further actions as he or she deems necessary to carry out the foregoing resolutions.