

RFP: Operational and Organizational Assessment: The Lynchburg Redevelopment & Housing Authority is soliciting proposals from qualified firms to conduct an operational and organizational assessment of LRHA operational efficiencies, organizational structure and performance measures. A copy of the RFP can be obtained by emailing April Shepherd, Procurement Clerk at april.shepherd@lynchburgva.gov. Proposals are due no later than 3:00 pm on September 19, 2014. Any proposal received after 3:00 pm will not be opened and will be returned to the bidder. Questions with respect to this RFP can be directed to April Shepherd, Procurement Clerk at the email address above. No faxed or emailed proposals will be accepted. EEOE



LYNCHBURG
REDEVELOPMENT AND
HOUSING AUTHORITY

Request for Proposals to Conduct an Operational and Organizational Assessment

LYNCHBURG REDEVELOPMENT AND HOUSING AUTHORITY
LRHA/OP-001-2014

**SUBMISSION DEADLINE:
Friday, September 19, 2014 at 3:00 p.m.**

**Request for Proposals
to Conduct an Operational and
Organizational Assessment of
Lynchburg Redevelopment and Housing Authority
RFP No. LRHA/OP-001-2014**

1.0 PURPOSE

The Lynchburg Redevelopment and Housing Authority (herein after called “LRHA”), a political subdivision of the Commonwealth of Virginia operating within the City of Lynchburg, is soliciting proposals from qualified firms to conduct an in-depth operational and organizational assessment of LRHA, focusing on the organizational structure, staffing, work flow, operational procedures and information technology systems. Recommendations for operational efficiencies, organizational structures, and performance measures to ensure LRHA will operate at the highest level of efficiency and effectiveness.

1.1 BACKGROUND

Lynchburg Redevelopment and Housing Authority, located in Lynchburg, VA, currently owns and operates 328 public housing units, 979 Housing Choice Vouchers. LRHA administers the Community Development Block Grant Spot Blight and Rental Rehabilitation Programs for the City of Lynchburg. LRHA has been awarded HOME funds from the 2014/2015 City of Lynchburg application cycle to partner with LRHA’s Public Housing 5(h) Homeownership program to construct 3 new single family accessible homes. Additionally, LRHA was awarded CDBG funds to assist with 504/ADA updates to one community room and four PH units and for installation of energy efficient windows at one housing complex. As of August 1, 2014, LRHA will administer up to 13 vouchers of Permanent Supportive Housing (Shelter Plus Care) for the City. LRHA also acts as a general contractor in redevelopment activities.

LRHA operates under the enabling legislation of Title 36 of the Code of Virginia and the Charter of the City of Lynchburg. In addition to being governed by State and local law, LRHA’s activity is governed by regulations of the U.S. Department of Housing and Urban Development.

1.2 SCOPE OF SERVICES

LRHA is seeking a qualified firm to review and assess the current organizational structure, operational functions, and levels of staffing and make recommendations that will enhance the organizational operations for current and future needs. The services required are described in Section 1.3 below.

1.3 SCOPE OF WORK

The information being sought by LRHA will require the accomplishment of the following tasks: (In responding, please identify the order for completing these tasks and any other tasks that may be necessary to complete the scope of work.)

Organizational Review

- Conduct a detailed examination of LRHA’s organizational structure and functions.

- Identify existing organizational priorities.
- Assess the functional assignments and staffing levels required to perform current duties.
- Evaluate LRHA's goals and objectives.
- Assess administrative strengths, i.e., financial, supervision and development of staff, risk management coordination and practices, and use of technology and identify areas requiring additional support and staffing.
- Update/Develop Job Descriptions to include core competencies and skill sets.
- Develop Performance Management Program with measurable goals and objectives for updated job descriptions.

Operational Review

- Review all LRHA operational functions and workflow processes for each department.
- Identify current performance measures based on industry standards.
- Produce a Standard Operating Procedure Manual by department.
- Assess existing computer systems used and recommend opportunities for more effective use and better efficiency. Opportunities include Paperless Document and File Management and Workstation Time Management.

Recommendations

- Identify best practices and performance measures that could be adopted by LRHA.
- Recommend an optimal organizational model.
- Provide recommendations for streamlining procedures and processes for current and required functions.
- Identify cost saving tools and technologies to support current and future programs and operations.
- Provide training recommendations to improve operations and support succession planning.
- Identify staffing requirements, both current and future.
- Identify performance measures that could be adopted by LRHA.
- Develop workflow processes and Standard Operating Procedures.

Deliverables

At the conclusion of the operational and organizational reviews, the consultant shall, as described in the Scope of Work: 1) provide a summary of findings that effectively summarizes and communicates the information reviewed; 2) identify key issues and opportunities; and 3) formulate recommendations.

A Draft Report with an Executive Summary shall be issued to LRHA. The document shall include the summary of findings and recommendations as identified in the Scope of Work. Any spreadsheets or other documentation prepared by the Consultant shall be provided to LRHA in electronic format.

A Final Report shall be issued following LRHA comments on the Draft. In addition, LRHA may require consultant to provide and present a PowerPoint presentation. The report should provide sufficient information for policy decisions regarding operational and service options. Eleven (11) copies of the Final Report will be required along with an electronic copy.

Timeline

This project should be completed within 90 days of contract award unless both parties agree in advance to an extended timeframe.

1.4 FEDERAL FUNDING

Any contract entered into by LRHA will be subject to certain terms and conditions dictated by regulations governing LRHA's programs and activities. Federal funding may be involved in certain U.S. Department of Housing and Urban Development contracts; therefore, approvals may be required before local action is initiated.

1.5 PERIOD OF PERFORMANCE

The period of performance shall be for one (1) year with a provision to extend, at LRHA's sole and absolute discretion. This contract may be renewed by exercising additional one-year options for a maximum contract term of three (3) years. Written notice of LRHA's intention to renew shall be given approximately sixty (60) days prior to expiration date of each contract period.

1.6 SECTION 3 CLAUSE

- A. The work to be performed under this contract is subject to the requirements of Section 3 of the Housing and Urban Development Act of 1968, as amended, 12 U.S.C. 1701u (Section 3). The purpose of Section 3 is to ensure that employment and other economic opportunities generated by HUD assistance or HUD-assisted projects covered by Section 3 shall, to the greatest extent feasible, be directed to low-and very low-income persons, particularly persons who are recipients of HUD assistance for housing.
- B. The parties to the contract agree to comply with HUD's regulations in 24 C.F.R. Part 135, which implement Section 3. As evidenced by their execution of the contract, the parties to the contract certify that they are under no contractual or other impediment that would prevent them from complying with Part 135 regulations.
- C. The contractor agrees to send to each labor organization or representative of workers with which the contractor has a collective bargaining agreement or other understanding, if any, a

notice advising the labor organization or workers' representative of the contractor's commitments under this Section 3 clause, and will post copies of the notice in conspicuous places at the work site where both employees and applicants for training and employment positions can see the notice. The notice shall describe the Section 3 preference, shall set forth minimum, number and job titles subject to hire, availability of apprenticeship and training positions, the qualifications for each; and the name and location of the person(s) taking applications for each of the positions; and the anticipated date the work shall begin.

- D. The contractor agrees to include this Section 3 clause in every subcontract subject to compliance with regulations in 24 CFR Part 135, and agrees to take appropriate action, as provided in an applicable provision of the subcontract or in this Section 3 clause, upon a finding that the subcontractor is in violation of the regulations in 24 CFR Part 135. The contractor will not subcontract with any subcontractor where the contractor has notice or knowledge that the subcontractor has been found in violation of the regulations in 24 CFR Part 135.
- E. The contractor will certify that any vacant employment positions, including training positions, that are filled (1) after the contractor is selected but before the contract is executed, and (2) with persons other than those to whom the regulations of 24 CFR part 135 require employment opportunities to be directed, were not filled to circumvent the contractor's obligations under 24 CFR Part 135.
- F. Noncompliance with HUD's regulations in 24 CFR Part 135 may result in sanctions, termination of this contract for default, and debarment or suspension from future HUD assisted contracts.
- G. With respect to work performed in connection with Section 3 covered Indian housing assistance, Section 7(b) of the Indian Self-Determination and Education Assistance Act (25 U.S.C.450e) also applies to the work to be performed under this contract. Section 7(b) requires that to the greatest extent feasible (i) preference and opportunities for training and employment shall be given to Indians, and (ii) preference in the award of contracts and subcontracts shall be given to Indian organizations and Indian-owned Economic Enterprises. Parties to this contract that are subject to the provisions of Section 3 and Section 7(b) agree to comply with Section 3 to the maximum extent feasible, but not in derogation of compliance with Section 7(b).

1.7 FORMAT REQUIRED

The proposal is required to include all information specified within the body of the proposal. The proposal shall be presented in tabbed sections as described below. Responses of a boilerplate nature, or which merely provide a review of vendor qualifications will not be accepted as responsive. To be considered, the proposal shall respond to all requirements of this part of the Request for Proposal and shall be signed by an individual authorized to bind the firm. Any other information thought to be relevant, but not applicable to the categories below, may be provided as a separately bound appendix to the proposal. The proposal should be concise and to the point. The proposal should include the following:

1. Title Page - Show RFP subject, name of firm, address, telephone number, name of contact person, and date.

2. Table of Contents.
3. Letter of Transmittal - Shall include an affirmative statement of your understanding of and interest in this RFP. The name of the firm, the location of the principal place of business, the type of business entity (i.e., corporation, partnership, etc.) and the state of incorporation. The letter shall be signed by an authorized representative of the firm.
4. Qualifications and Experience of Firm – Demonstrate the firm's understanding and qualifications for completing the necessary work, evidence of firm's ability to perform this type of work, and any record of past experience including similar projects relative to municipal, governmental, redevelopment and housing authorities, or other political entities. Indicate length of time the firm has been in operation and describe the firm's core competencies. Include profile of firm's principals, staff and facilities. Describe any qualities that your firm possesses that will enhance, provide continuity, and contribute to the efficiency of providing this service. (Evaluation Criteria A)
5. Qualifications and Experience of Key Personnel – Identify the individual(s) that will be assigned to this project, their qualifications, training, responsibilities and resumes. Be specific as to their level of experience with local governments and Public Housing Authorities, particularly as it relates to this scope of services. List any contractors or third-parties which will be potentially involved in providing services to LRHA, to include the same information above. (Evaluation Criteria B)
6. Licensing/Certified Statements – Evidence that the firm meets all licensing requirements. (Evaluation Criteria G) Include a certified statement that the firm is not debarred from entering into contracts with HUD-funded agencies or other Federal and/or State agencies. (Evaluation Criteria F)
7. Approach and General Understanding – Describe your firm's approach to the Scope of Work and provide a sample outline of the approach, including a timeline. Demonstrate your firm's ability to handle a contract of this scope and meet the time schedule. Note if past experience included work relative to municipal, governmental, redevelopment and housing authorities, or other political entities. (Evaluation Criteria C).
8. References - Supply three current references for same or similar work to the Scope of Work. Provide names, contact number, date of service and description of the work performed. (Evaluation Criteria D)
9. Section 3 - Evidence of Section 3 business status as defined in the Housing and Urban Development Act of 1968. (Evaluation Criteria E)
10. Completed HUD-5369-C form – A completed form HUD-5369-C, Certifications and Representations of Offerors, Non-Construction Contract. (Mandatory)
11. Price – Include the firm's proposed budget and fees for each contract year (1-5). (Evaluation Criteria H)

(NOTE: HUD directive #7460.8, Chapter 4, 4-27 Legal and Other Professional Services, B. 1., Professional Contracts: If State law mandates that professional services (other than Architect/Engineer (A/E) services be obtained using a qualifications based selection (QBS) or are exempt from competitive bidding, the law is in

conflict with 24 CFR 85.36 (d) (3) (v) which prohibits the use of QBS for other than A/E contracts. Accordingly, the housing authority (HA) must follow the HUD regulation and use the competitive proposal method, in which price is evaluated together with the other criteria to choose the proposal offering the best value to the HA.)

1.8 SUBMITTAL SPECIFICATIONS

All proposals must be submitted in accordance with the specifications of this proposal. No requirement and/or specification should be construed as an attempt on the part of LRHA to limit competition.

1.9 WITHDRAWAL OF PROPOSAL

Proposals may be withdrawn by written or faxed request dispatched by the firm in time for delivery in the normal course of business and prior to the time fixed for receipt of proposals. However, requests that are faxed must be followed up by a written confirmation, signed by the firm. The same person signing the proposal must sign the withdrawal request.

1.10 RECEIPT AND OPENING OF PROPOSAL

One original and ten copies of the proposal should be forwarded to Lynchburg Redevelopment & Housing Authority, April Shepherd, Procurement Clerk, 918 Commerce Street, Lynchburg, VA 24504, clearly marked "Proposal for Conducting an Operational and Organizational Assessment" no later than 3:00 P.M. on Friday, September 19, 2014. Fee schedules or quotes should be placed in a separate envelope, sealed and marked to indicate the firm's name, and included with the proposal. Electronic transmissions will not be accepted. *** Proposals received prior to the due date will be securely kept, unopened. No proposals will be received after the designated time and date.**

Should LRHA close earlier than normal hours due to uncontrolled events such as fire, snow, ice, wind, or building evacuation, proposals will be accepted on the next business day of LRHA.

At the designated time and date, LRHA will open and list the proposals for the record. This is not a public opening. The proposals will then be forwarded to the designated Evaluation Committee for review.

1.11 CONTACT INFORMATION

Questions concerning this RFP shall be directed to April Shepherd, Procurement Clerk, and shall be e-mailed to april.shepherd@lynchburgva.gov. It shall be the responsibility of the sender to verify receipt of all emails. LRHA shall not be responsible for missed emails. All questions must be submitted by Noon on Friday, September 5, 2014, and both the question(s) and answer(s) will be shared with everyone LRHA knows is interested in responding to this RFP.

1.12 EVALUATION CRITERIA

The following criteria will be used in the evaluation of proposals:

- A. Demonstration of the firm's understanding and qualifications for completing the scope of the work. Possible Points: 15
- B. Evidence of the firm's ability to perform the work as indicated by profiles of the principals and staff's professional and technical competence and experience and their facilities. Possible Points: 25
- C. Evidence of firm's approach and general understanding for conducting an operational and organizational assessment of services for LRHA. Sample outline and timeline provided demonstrating firm's ability to meet the 90 day time frame. Possible Points: 30
- D. Evidence of firm's past performance as demonstrated by current references for similar or same work. Possible Points: 15
- E. Evidence of Section 3 business status as defined in the Housing and Urban Development Act of 1968. Possible Points: 15
- F. Certified statement that the firm is not debarred, suspended, or otherwise prohibited from professional practice by and Federal, State, or Local Agency. (Note: This is a yes or no criterion; if the answer is no, the firm is disqualified, not point scored.)
- G. Evidence that firm is properly organized and licensed to conduct an operational and organizational assessment of services for LRHA in Lynchburg, Virginia.
- H. Proposed budget and fees.

1.13 EVALUATION AND SELECTION PROCESS

During the evaluation phase, proposals are reviewed by the Evaluation Committee to determine which addresses all the requirements of the RFP and to technically review the proposals. Proposals determined to be non-responsive will be eliminated at this point. Once the qualified firms have been determined, the Evaluation Committee shall rank all responsive proposals.

LRHA reserves the right in its sole discretion to award a contract related to this RFP based upon the written proposals received by LRHA without interviews or prior discussion or negotiation with respect to those proposals. However, each firm choosing to submit a proposal should be willing to attend a conference, if necessary, at its own expense, for negotiations. LRHA reserves the right to request additional information from any or all respondents as necessary to clarify any information which is contained in the proposals. Negotiations shall be conducted with firm ranked first. If a contract satisfactory and advantageous to LRHA cannot be negotiated with the firm ranked first, then negotiations may be conducted with the firm ranked second, and so on until a contract has been negotiated or all proposals are rejected. Based upon LRHA's proposal review and conference, the firm's contract will be forwarded along with a recommendation for contract approval to the Board of Commissioners or its designee. Upon that approval, a contract will then be executed.

All portions of this RFP may be considered to be part of the contract and may be incorporated by reference. Any contract awarded in connection with the RFP will be subject to approvals as required by the Executive Director, or his/her designee, of the Lynchburg Redevelopment and Housing Authority.

Issuance of this RFP does not constitute a commitment by LRHA to award a contract. LRHA reserves the right, at its sole discretion, to accept or reject any and all proposals received as a result of this RFP or to cancel this RFP if it is in the best interest of LRHA to do so; to waive minor irregularities; and to conduct discussions, if needed, with all responsible Respondents, in any manner necessary, to serve the best interest of LRHA. LRHA does not discriminate against faith-based organizations nor any person on the basis of race, color, sex, religion, national origin, age, familial status, or handicap. If you have any questions or concerns regarding this policy, please contact the Equal Opportunity Officer at 434-485-7200.

1.14 CONFLICTS OF INTEREST

Firms submitting proposals must identify and disclose any real or apparent conflicts of interest with LRHA.