REQUEST FOR QUOTATIONS

for

Strategic Plan Development Services

INDIANA HOUSING AND COMMUNITY DEVELOPMENT AUTHORITY
30 South Meridian Street, Suite 1000
Indianapolis, IN 46204
http://www.in.gov/ihcda/
317-232-7777

ISSUE DATE: December 20, 2016
RESPONSE DEADLINE: January 20, 2017, 5:00 PM EST
TABLE OF CONTENTS

PART 1  SCOPE OF THIS REQUEST

1. PURPOSE OF THIS REQUEST FOR QUOTATIONS (RFQ)

2. ABOUT THE INDIANA HOUSING AND COMMUNITY DEVELOPMENT AUTHORITY

3. SCOPE OF SERVICES

4. RFQ TIMELINE

PART 2  RFQ PROCESS

1. SELECTION PROCESS

2. RESPONDENT PROPOSAL

3. QUALIFICATIONS EVALUATION CRITERIA

4. RESPONSIBLE RESPONDENT REQUIREMENTS

5. RFQ SUBMISSION ITEMS

6. FORMAT FOR SUBMISSION, MAILING INSTRUCTIONS, AND DUE DATE

PART 3  TERMS AND CONDITIONS

1. STATE POLICIES

2. FEDERAL REQUIREMENTS

3. RFQ TERMS AND CONDITIONS

4. QUALIFICATIONS COVER SHEET

5. CERTIFICATION OF RESPONDENT
PART 1  SCOPE OF THIS REQUEST

1. PURPOSE OF THIS REQUEST FOR QUOTATIONS (“RFQ”)

The Indiana Housing and Community Development Authority (“IHCDA”) seeks to contract with a contractor to provide consulting services to assist IHCDA in developing a four (4) year Strategic Plan as detailed in the Scope of Services section of this RFQ.

2. ABOUT THE INDIANA HOUSING AND COMMUNITY DEVELOPMENT AUTHORITY

MISSION STATEMENT
The IHCDA creates housing opportunities, generates and preserves assets, and revitalizes neighborhoods by facilitating the collaboration of multiple stakeholders, investing financial and technical resources in development efforts, and helping build capacity of qualified partners throughout Indiana.

VISION
At IHCDA, we believe that growing Indiana's economy starts at home. Everyone can agree that all Hoosiers should have the opportunity to live in safe, affordable, good-quality housing in economically stable communities. That's the heart of IHCDA's mission. Our charge is to help communities build upon their assets to create places with ready access to opportunities, goods, and services. We also promote, finance, and support a broad range of housing solutions, from temporary shelters to homeownership.

IHCDA's work is done in partnership with developers, lenders, investors, and nonprofit organizations that use our financing to serve low and moderate-income Hoosiers. We leverage government and private funds to invest in financially sound, well-designed projects that will benefit communities for many years to come. And our investments bear outstanding returns. The activities that we finance help families become more stable, put down roots, and climb the economic ladder. In turn, communities grow and prosper, broadening their tax base, creating new jobs, and maximizing local resources. IHCDA's work is truly a vehicle for economic growth, and it all starts at home.

OVERVIEW (for more information visit http://www.in.gov/ihcda/)
IHCDA was created in 1978 by the Indiana General Assembly and is a quasi-public financially self-sufficient statewide government agency. IHCDA's programs are successful in large part because of the growing network of partnerships IHCDA has established with local, state, and federal governments, for-profit businesses and not-for-profit organizations. For-profit partners include investment banks, mortgage lenders, commercial banks, corporate investment managers and syndicators, apartment developers, investors, homebuilders, and realtors. Not-for-profit partners include community development corporations, community action agencies, and not-for-profit developers.

3. SCOPE OF SERVICES

The IHCDA seeks the services of a consultant to aid in the development of a four (4) year strategic plan to guide development of programs and deployment of resources to achieve the mission of IHCDA. This plan will span 2017-2020 and will guide the IHCDA and our partners in creating an Indiana with a sustainable quality of life for all Hoosiers in the community of their choice. In
February and March 2017 IHCDA’s executive leadership will conduct listening sessions around Indiana to engage with partners and program participants and hear first-hand their experiences working with IHCDA.

The consultant should be prepared to undertake the following activities when the contract commences:

A. Meet with IHCDA executive team to set expectations and key milestone dates.
B. Conduct a 1 day facilitation with IHCDA staff and key contractors to solicit feedback on the direction they think IHCDA should take over the next 4 years. This group will consist of approximately 100 individuals. Respondent should propose what format these sessions should take to ensure maximum participation.
C. Conduct either a meeting or phone interviews with IHCDA Board of Directors members to solicit similar feedback on IHCDA activities and priorities. There are seven (7) members of the Board of Directors.
D. Meet with IHCDA executive leadership to discuss what was learned during the executive listening sessions as well as provide insights into what the internal staff session raised as key opportunities. Follow up with any external partners as requested by IHCDA to clarify comments or seek additional information.
E. Facilitate a 1 day off-site planning session for executive leadership and other key agency staff (“planning group”) to discuss and prioritize opportunities. This group will consist of up to 15 individuals. Respondent should propose what structure this planning session might take in their response, including a tentative agenda.
F. Create a draft strategic plan report for the planning group to review and react to.
G. Assist in incorporating edits from the planning group and create the final strategic plan document.
H. Arrange status meetings or calls as needed or requested.
I. Provide IHCDA with all meeting notes, interview responses and draft materials upon completion of contract.

4. **RFP TIMELINE**

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 21, 2016</td>
<td>RFQ released to the general public.</td>
</tr>
<tr>
<td>January 20, 2017</td>
<td>RFQ responses are due to IHCDA by 5:00 p.m. EST</td>
</tr>
<tr>
<td>January 30, 2017</td>
<td>Selected vendor will be notified by 5:00 p.m. EST</td>
</tr>
<tr>
<td>February 3, 2017</td>
<td>Contract details finalized</td>
</tr>
<tr>
<td>February 13, 2017</td>
<td>Contract start date</td>
</tr>
</tbody>
</table>
PART 2  RFQ PROCESS

1. SELECTION PROCESS

Evaluation of all qualifications will be completed by IHCDA. Respondent must also be responsive and responsible as described in Section 2, and 4 of Part 2 of this RFQ. Selection of a respondent is at the sole discretion of IHCDA.

2. RESPONDENT PROPOSAL

Respondents must provide the following information to be deemed responsive to this RFQ. Respondent’s total proposal, exclusive of samples of past work and resumes of key staff, should be no more than 15 pages in length and should use standard margins, line spacing and font size.

Technical Proposal:

Respondent should address how they propose to deliver the services requested in Part 1, Section 3 in the order presented. Please include suggested format for the various sessions and provide sample questions or methods to be used during sessions to solicit candid feedback.

Respondent should include a reasonable, draft timeline for activities which would enable the completed strategic plan document to be available by May 1, 2017. Respondent should also identify any potential challenges to completing the work as presented, and recommend strategies to mitigate those challenges.

Experience:

Respondent should provide a narrative highlighting their experience developing strategic plans and other similar documents with past clients. This will include details on Respondent’s approach and methodology for working with clients to create a successful planning environment. Experience with government or non-profit clients should particularly be highlighted.

Respondent should also include a resume or CV for each person who will provide services under this contract, whether as an employee of Respondent or a subcontractor.

Samples of Past Work:

Sample documents should be provided to showcase Respondent’s writing style and may include completed strategic or business plans, year-end reports, or similar documents. Documents should be provided in PDF format where possible. Executive summaries or excerpts of larger works may be appropriate in instances where documents are greater than 30 pages or contain sensitive information.

Please provide at least three (3) samples of work product from past clients. Individual samples should not be greater in length than 30 pages.
References:

Respondent should provide three (3) references with complete contact information (contact person, mailing address, phone number and email address) for whom Respondent has completed similar work in the past 3 years.

Cost Proposal:

Respondent must present their total fee as a not to exceed amount for the services listed herein. Respondent should break down the total fee into either an hourly rate or fixed rate for the completion of the plan, in addition to estimated travel and supply costs. Fees going to subcontractors should be clearly identified.

IHCDA will be responsible for final formatting and production of the Strategic Plan document and for travel, room rentals and meal expenses associated with this contract for our staff. These costs do not need to be included.

3. QUALIFICATIONS EVALUATION CRITERIA

The following will be IHCDA’s primary consideration in the selection process:

1. Compliance with requirements of this RFQ
2. An assessment of the Respondent’s ability to deliver the indicated service in accordance with the specifications set out in the RFQ
3. Experience of the Respondent
4. Strength of client references
5. Competitive fee

4. RESPONSIBLE RESPONDENT REQUIREMENTS

IHCDA shall not award any contract until the selected respondent, has been determined to be responsible. A responsible respondent must:

1. Have adequate financial resources to perform the project, or the ability to obtain them;
2. Be able to comply with the required or proposed delivery or performance schedule, taking into consideration all the Respondent’s existing commercial and governmental business commitments;
3. Have a satisfactory performance record with IHCDA;
4. Have a satisfactory record of integrity and business ethics;
5. Have the necessary organization, experience, accounting and operational controls, and technical skills, or the ability to obtain them;
6. Have the necessary production, construction, and technical equipment and facilities, or the ability to obtain them;
7. Have supplied all requested information;
8. Be legally qualified to contract in the State of Indiana and if it is an entity described in IC Title 23, it must be properly registered with the Indiana Secretary of State (There is
a fee to register with the Secretary of State), and owe no outstanding reports to the Indiana Secretary of State; and

9. Be otherwise qualified and eligible to receive an award under applicable laws and regulations, including not be suspended or debarred. If a prospective contractor is found to be non-responsible, a written determination of non-responsibility shall be prepared and included in the official file for this RFQ, and the respondent shall be advised of the reasons for the determination.

5. RFQ SUBMISSION ITEMS

Respondent must submit documentation in response to the requirements listed in each category heading summarized below. All of these requirements are described more fully in Sections 2 and 4 of Part 2 of this RFQ, entitled “RESPONDENT PROPOSAL and RESPONSIBLE RESPONDENT REQUIREMENTS”. The Respondent must also submit the Qualifications Coversheet and the Certification of Company located at the end of this RFQ.

6. FORMAT FOR SUBMISSION, MAILING INSTRUCTIONS, AND DUE DATE

Respondent’s proposal must be submitted via email. All documents must be submitted in PDF only.

Kyleen Welling
Chief of Staff and Chief Operating Officer
Indiana Housing and Community Development Authority
30 South Meridian, Suite 1000
Indianapolis, IN 46204
kwelling@ihcda.in.gov

The deadline for submission is January 20, 2017 at 5:00 PM EST.

Applications that do not contain all of the required forms/documents as listed in this RFQ may be determined ineligible for further consideration.
PART 3   TERMS AND CONDITIONS

1. STATE POLICIES

1. **Ethical Compliance:** By submitting a proposal, the respondent certifies that it shall abide by all ethical requirements that apply to persons who have a business relationship with the State, as set forth in Indiana Code § 4-2-6 et seq., Ind. Code § 4-2-7, et seq., the regulations promulgated thereunder, and Executive Order 04-08, dated April 27, 2004. Respondent may be required to attend online ethics training conducted by the State of Indiana.

2. **Employment Eligibility Verification.** The Respondent cannot knowingly employ an unauthorized alien. The Respondent shall require its contractors who perform work for the Respondent pursuant to the project must certify to the Respondent that the contractor does not knowingly employ or contract with an unauthorized alien.

3. **Confidentiality of State Information.** The Respondent understands and agrees that data, materials, and information disclosed to the Respondent may contain confidential and protected information. The Respondent covenants that data, material, and information gathered, based upon or disclosed to the Respondent for the purpose of this project will not be disclosed to or discussed with third parties without the prior written consent of the IHCDA. In addition to the covenant made above in this section and pursuant to 10 IAC 5-3-1(4), the Respondent and IHCDA agree to comply with the provisions of IC §4-1-10 and IC §4-1-11. If any Social Security number(s) is/are disclosed by Respondent, Respondent agrees to pay the cost of the notice of disclosure of a breach of the security of the system in addition to any other claims and expenses for which it is liable under the terms of this contract.

4. **Access to Public Records:** Respondents are advised that materials contained in proposals are subject to the Access to Public Records Act ("APRA"), IC 5-14-3 et. seq., and the entire response may be viewed and copied by any member of the public. Respondents claiming a statutory exemption to disclosure under APRA must place all confidential documents (including the requisite number of copies) in a sealed envelope marked “Confidential”. Respondents should be aware that if a public records request is made under APRA, IHCDA will make an independent determination of confidentiality, and may seek the opinion of the Public Access Counselor. Prices are not considered confidential information. The following information shall be subject to public inspection after the contract award:

A. The RFQ.

B. A list of all vendors who received the RFQ.

C. The name and address of each respondent.

D. The amount of each offer.

E. A record showing the following:
   a. The name of the successful respondent.
   b. The dollar amount of the offer.
   c. The basis on which the award was made.

F. The entire contents of the contract file except for proprietary information that may have been included with an offer, such as:
   a. trade secrets;
   b. manufacturing processes;
   c. financial information not otherwise publicly available; or
d. other data that does not bear on the competitive goals of public procurement that was not required by the terms of the RFQ itself to be made available for public inspection.

5. **TAXES, FEES AND PENALTIES:** By submitting a proposal respondent certifies that neither it nor its principal(s) is presently in arrears in payment of its taxes, permit fees or other statutory, regulatory or judicially required payments to the State of Indiana or the United States Treasury. Respondent further warrants that it has no current, pending or outstanding criminal, civil, or enforcement actions initiated by either the State or Federal Government pending against it, and agrees that it will immediately notify IHCDA of any such actions.

6. **CONFLICT OF INTEREST:** Respondent must disclose any existing or potential conflict of interest relative to the performance of the services resulting from this RFQ, including any relationship that might be perceived or represented as a conflict. By submitting a proposal in response to this RFQ, respondent affirms that it has not given, nor intends to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant or any employee or representative of same, in connection with this procurement. Any attempt to intentionally or unintentionally conceal or obfuscate a conflict of interest will automatically result in the disqualification of the respondent’s proposal or immediate termination of an awardee’s contract. An award will not be made where an actual conflict of interest exists. IHCDA will determine whether a conflict of interest exists and whether an apparent conflict of interest may reflect negatively on IHCDA, should IHCDA select respondent. Further, IHCDA reserves the right to disqualify any respondent on the grounds of actual or apparent conflict of interest.

7. **APPEALS/PROTEST:** Respondent may appeal/protest the award of this contract based on alleged violations of the selection process that resulted in discrimination or unfair consideration. The appeal/protest must include the stated reasons for the Respondent’s objection to the funding decision, which reasons must be based solely upon evidence supporting one (1) of the following circumstances:

   a. Clear and substantial error or misstated facts which were relied on in making the decision being challenged;
   
   b. Unfair competition or conflict of interest in the decision-making process;
   
   c. An illegal, unethical or improper act; or
   
   d. Other legal basis that may substantially alter the decision.

   The appeal/protest must be received within ten (10) business days after the Respondent receives notice of the contract award, or the appeal/protest will not be considered. All protests shall be in writing, submitted to the Compliance Officer, who shall issue a written decision on the matter. The Compliance Officer may, at his/her discretion, suspend the procurement pending resolution of the protest if the facts presented so warrant. The Respondent will receive written acknowledgement of receipt of the appeal/protest within five (5) business days of its receipt, noting the day the appeal/protest was received. Any appeal/protest regarding the funding decision made by IHCDA will be examined and acted upon by the Compliance Officer within thirty (30) days of its receipt. The decision of the Compliance Attorney is final.

2. **FEDERAL REQUIREMENTS**

   Respondent agrees to comply with the following federal regulations:
a. Contracts for more than the simplified acquisition threshold currently set at $150,000, which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 U.S.C. 1908, must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate.

b. All contracts in excess of $10,000 must address termination for cause and for convenience by the non-Federal entity including the manner by which it will be effected and the basis for settlement.


d. Davis-Bacon Act, as amended (40 U.S.C. 3141-3148). When required by Federal program legislation, all prime construction contracts in excess of $2,000 awarded by non-Federal entities must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5, “Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction”). In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay wages not less than once a week. The non-Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency. The contracts must also include a provision for compliance with the Copeland “Anti-Kickback” Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, “Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States”). The Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency.

e. Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708). Where applicable, all contracts awarded by the non-Federal entity in excess of $100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.
f. Rights to Inventions Made Under a Contract or Agreement. If the Federal award meets the definition of “funding agreement” under 37 CFR §401.2 (a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that “funding agreement,” the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, “Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements,” and any implementing regulations issued by the awarding agency.

g. Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387), as amended—Contracts and subgrants of amounts in excess of $150,000 must contain a provision that requires the non-Federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

h. Debarment and Suspension (Executive Orders 12549 and 12689)—A contract award (see 2 CFR 180.220) must not be made to parties listed on the governmentwide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), “Debarment and Suspension.” SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.


3. RFQ TERMS AND CONDITIONS

This request is issued subject to the following terms and conditions:

A. This RFQ is a request for the submission of qualifications, but is not itself an offer and shall under no circumstances be construed as an offer.

B. IHCDA expressly reserves the right to modify or withdraw this request at any time, whether before or after any qualifications have been submitted or received.

C. IHCDA reserves the right to reject and not consider any or all respondents that do not meet the requirements of this RFQ, including but not limited to: incomplete qualifications and/or qualifications offering alternate or non-requested services.

D. IHCDA reserves the right to reject any or all companies, to waive any informality in the RFQ process, or to terminate the RFQ process at any time, if deemed to be in its best interest.

E. In the event the party selected does not enter into the required agreement to carry out the purposes described in this request, IHCDA may, in addition to any other rights or remedies available at law or in equity, commence negotiations with another person or entity.
F. In no event shall any obligations of any kind be enforceable against IHCDA unless and until a written agreement is entered into.

G. The Respondent agrees to bear all costs and expenses of its response and there shall be no reimbursement for any costs and expenses relating to the preparation of responses of qualifications submitted hereunder or for any costs or expenses incurred during negotiations.

H. By submitting a response to this request, the Respondent waives all rights to protest or seek any remedies whatsoever regarding any aspect of this request, the selection of another respondent or respondents with whom to negotiate, the rejection of any or all offers to negotiate, or a decision to terminate negotiations.

I. IHCDA reserves the right not to award a contract pursuant to the RFQ.

J. All items become the property of IHCDA upon submission and will not be returned to the Respondent.

K. IHCDA reserves the right to split the award between multiple applicants and make the award on a category by category basis and/or remove categories from the award.

L. The Respondent certifies that neither it nor its principals, contractors, or agents are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from utilizing federal funds by any federal or state department or agency.
   i. The Respondent understands that IHCDA will enter into contract preparation activities with the respondent whose RFQ appears to be the most advantageous to IHCDA. If at any time the contract preparation activities are judged to be ineffective, the state may do the following:
      ii. Cease all activities with that respondent.
      iii. Begin contract preparation activities with the next highest ranked respondent.

M. A copy of IHCDA’s most recent Contract Boilerplate is attached as an Exhibit to this RFQ. By submitting a response to this RFQ, respondent acknowledges the acceptance of IHCDA’s Contract Boilerplate and the understanding that such Boilerplate is non-negotiable.
4. QUALIFICATION COVER SHEET

Name of Individual,
Firm or Business:

Address:

Phone Number:
Fax Number:
Web Site Address:

QUALIFICATION
Contact Person:

Title:
Email Address:
Phone:

Contract Signatory
Authority:

Title:
5. CERTIFICATION OF RESPONDENT

I hereby certify that the information contained in these qualifications and any attachments is true and correct and may be viewed as an accurate representation of proposed services to be provided by this organization. I acknowledge that I have read and understood the requirements and provisions of the RFQ and agree to abide by the terms and conditions contained herein.

I ________________________________ am the ________________________________ of the (type name of signatory authority) corporation, partnership, association, or other entity named as company and the Respondent herein, and I am legally authorized to sign this and submit it to the Indiana Housing and Community Development Authority on behalf of said organization.

18 U.S.C. § 1001, “Fraud and False Statements,” provides among other things, in any matter within the jurisdiction of the executive, legislative, or judicial branch of the Government of the United States, anyone who knowingly and willfully: (1) falsifies, conceals, or covers up by any trick, scheme, or device a material fact; (2) makes any materially false, fictitious, or fraudulent statement or representation; or (3) makes or uses any false writing or document knowing the same to contain any materially false, fictitious, or fraudulent statement or entry; shall be fined under this title, and/or imprisoned for not longer than five (5) years.

Respondent:

Signed: ________________________________

Name: ________________________________

Title: ________________________________

Date: ________________________________

Firm name: _________________________