

# Request for Proposal

*RFP: TJPDC-2022-02 Strategic Plan Implementation - CVRHP*

## Organizational Overview

Planning District Commissions (PDCs) are established and organized under the Regional Cooperation Act (*Code of Virginia*, 15.2-4200). The Thomas Jefferson PDC (Region 10) was formed in 1972 to provide a forum for discussion of issues that member local governments have in common, or on which there is disagreement, to work to decrease fragmentation in government, to plan cooperatively for the future, and to provide planning services to member local governments as requested. As a public body, the TJPDC strives to include the public in decision-making. The TJPDC is guided by a locally appointed twelve-member commission, of which at least 51% are local elected officials. Member localities include the City of Charlottesville and the Counties of Albemarle, Fluvanna, Greene, Louisa, and Nelson. The TJPDC serves our local governments by providing regional vision, collaborative leadership, and professional service to develop effective solutions in the areas of planning, transportation, environment, housing, broadband, and legislative services.

Funding sources include annual contributions from member local governments, state appropriations, grants from state and federal government, contract services, private contributions, and grants from private foundations.

The TJPDC operates under an Executive Director with an annual operating budget of approximately \$2 million, with 13 full-time and 4 part-time employees.

## Summary of Request

The Thomas Jefferson Planning District Commission (TJPDC) seeks the services of an experienced consultant to provide leadership and guidance with undergoing a membership composition and organizational structure review for the Central Virginia Regional Housing Partnership (CVRHP/Partnership), an advisory board of the TJPDC. In 2022, the CVRHP completed a strategic planning process with a grant from Virginia Housing. Identified in the plan were key action items, one of which being a comprehensive review of the membership of the Partnership. The strategic planning implementation consultant will guide the CVRHP, the TJPDC Commission, TJPDC staff, and key stakeholders in evaluating the Partnership's composition, identifying, and reorganizing the membership of the Partnership as well as defining criteria for membership and tenure, and operationalizing these recommendations for the Partnership to accomplish across a three-year horizon. The consultant will work with a Strategic Planning Work Group consisting of 7-8 members of the Partnership and staff to engage a diverse group of local housing-related sector stakeholders (private, public, non-profit, and citizen). The strategic planning process should be completed by Summer 2023, in time to provide

direction for the Partnership's FY24 work plan, pending a successful grant application to Virginia Housing as a part of the Tier 2 FY23 Capacity Building Grant program.

## Background

The Central Virginia Regional Housing Partnership serves as an official advisory board, created by the TJPDC, in partnership with public, private, nonprofit, and citizen stakeholders related to housing. Composed of an overarching consortium of housing interests, the Partnership enhances regional coordination and effectiveness to address the unmet housing needs of the Thomas Jefferson Planning District's region, with a focus on housing production and preservation, to increase the stability for the region's residents.

The Partnership was created in 2018. In late 2018, the TJPDC secured a Virginia Housing Community Impact Grant to create a Regional Housing Plan that will include a recommended draft housing comprehensive plan chapter for each jurisdiction as well as a chapter to address strategies that should be addressed regionally through collaboration and cooperation. The Regional Housing Plan was completed in late summer of 2021.

In April of 2019, the TJPDC (through the Partnership) released a Comprehensive Regional Housing Study and Needs Analysis that identified the number of units and/or interventions needed throughout the urban and rural areas of the planning district (11,726 units/intervention). Also, in April of 2019, the Regional Housing Partnership hosted a Regional Housing Summit attended by over 200 housing-related stakeholders. Feedback from the summit indicated that a regional, comprehensive effort to address housing was very much needed.

In late 2019, the Partnership participated in a consultant-led half-day leadership retreat designed to help identify the Partnership's comparative advantage, develop mission, vision, and values statements, and identify strategic priorities to pursue in fiscal years 2020 and 2021. This effort served to 'get the Partnership started' as they developed relationships, identified key regional housing needs and opportunities, and developed programming to address said needs.

In 2021 and 2022, the Partnership underwent a formal strategic planning process, which led to the adoption of a [strategic plan](#), adopted in June 2022. The plan positions the Partnership as the regional clearinghouse for information, strategies, and discussion around affordable housing in the region. The plan commits the partnership to the development of housing policy tools, a grant library, and a real-time housing dashboard. Further, it refines the Partnership's communication goals by introducing an annual report, a monthly newsletter, and quarterly networking events. These two sets of goals will be implemented by new committees – Data and Communications, respectively – comprised of Partnership members. The CVRHP's Executive Committee manages the last set of goals, designed to investigate the structure of the partnership through its framework, bylaws, and membership. The successful applicant will work directly with the Executive Committee to examine the membership of the partnership.

## Scope 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.

- **Membership Review** – The consultant will conduct a thorough review of the current composition of the partnership, including voting membership and each seat’s current occupant, to determine whether the composition is achieving the Partnership’s stated goal of appropriately representing housing stakeholders across sectors, and if not, recommend membership composition and/or criteria.
- **Bylaw and Framework Review** – The consultant will examine and review the bylaws and framework of Partnership to ensure that it creates a sustainable and accessible venue for regional collaboration on affordable housing. Specific components to be examined include meeting length and frequency, committee structure, virtual participation policy, term limits and appointment procedures, among others.
- **Fee Structure Review** – The consultant will review past fiscal contributions from voting members and other stakeholders and identify, in conjunction with an updated set of bylaws and membership, a sustainable model for funding the Partnership. This assessment will take into consideration organization size, estimated budget, and other considerations.
- **Stakeholder Engagement** – The consultant will engage diverse, multi-sector stakeholders (public, private, nonprofit, and citizen) throughout the urban and rural areas of the region and through various means, such as through focus groups, interviews, surveys, and/or public meetings to ensure that the membership and bylaw review and proposed fee structure encompasses the needs of the region through diverse perspectives.
- **External and Outside Research** – The consultant will be expected to conduct research into similar organizations across the Commonwealth and nationally in order to find best practices, examples, and case studies that could justify and guide new policies and procedures.

## Specific Information Requested Within Proposal

The proposal shall, at a minimum, include the following items:

- **Complete Scope of Work and Timeline:** Consultants should detail a proposed scope of work with an associated timeline. Consultants should comment on their ability to complete the scope of work listed above, being sure to list any items they do not feel they would be able to complete, and any additional items they can provide.
- **Detailed Explanation of Costs:** Explain in detail how costs are calculated and what the TJPDC can expect to pay for the services provided.

- **Abilities and Backgrounds of Personnel:** Consultants should list the key personnel who will be responsible for providing the services and provide resumes for those individuals. Please include all relevant experience during the last three years.
- **References:** Include a minimum of two (2) references from clients of a similar nature.
- **State Corporation Commission ID Number**
- **D&B Basic Report**

## Process and Deadlines

### Date Issued:

- November 30, 2022

### Date Due:

- Proposals must be received by 4:00 pm on Friday, December 16, 2022.

### Proposal Submission:

- Offeror shall submit all elements requested in this RFP by the due date via email to:
  - Christine Jacobs, TJPDC Executive Director – [cjacobs@tjpc.org](mailto:cjacobs@tjpc.org)
  - Ian Baxter, Regional Housing Planner – [ibaxter@tjpc.org](mailto:ibaxter@tjpc.org)
- Submittal emails should be clearly marked as being submitted in response to the RFP with the subject line reading “RFP: TJPDC-2022-02 Strategic Plan Implementation - CVRHP.”
- Late or incomplete proposals date will not be considered.

### Questions:

- Please direct any questions regarding this RFP to Ian Baxter ([ibaxter@tjpc.org](mailto:ibaxter@tjpc.org)) by 4:00 pm on December 8, 2022. An addendum with questions and answers will be posted to the TJPDC website by 4:00 pm on December 9, 2022.

### Selection Process:

- Proposals will be reviewed within **ten** business days of the closing date and notification of a decision will be made by Friday, December 27, 2022.
- *Notes:*
  - The TJPDC reserves the right to reject any or all proposals wherever it is in the best interest of the PDC. The TJPDC is an Equal Opportunity Employer. Minority and women-owned businesses are encouraged to submit a proposal.
  - The TJPDC, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 U.S.C. §§ 2000d-4) and the Regulations, hereby notifies all bidders that it will affirmatively ensure that any contract

entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.

**Selection Criteria:**

In evaluating proposals, the TJPDC will consider:

- Demonstrated ability to comprehensively perform all services detailed in the request (30 points)
- Organization, size, structure, and capacity of the firm including qualification as a small, minority, woman-owner, disabled, or veteran-owned business or leverage of partnerships or joint ventures with businesses targeted for increased diversity or inclusion (10 points)
- Demonstrated experience and reputation, particularly with local governments or small community-oriented organizations (30 points)
- Experience and qualifications of proposed personnel assigned to provide the services. (20 points)
- Cost of Services including reasonableness of pricing and provisions for escalation over the period of engagement. (10 points)

**Period of Performance:**

- The period for the work described in the scope is approximately 6 months from issuance of Notice to Proceed.