



**State of Delaware**  
**Delaware State Housing Authority**  
**Request For Proposals (RFP)**  
**For Consultant Services for Risk Analysis and Resiliency**  
**Assessment for Delaware's Affordable Housing**

**September 2018**

**To be completed:**  
**From October 2018 – October 2020**

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## **Project Overview**

### **A. Introduction**

The Delaware State Housing Authority (DSHA), a public corporation in the State of Delaware, is soliciting proposals from qualified consultants to assist DSHA in conducting a risk analysis and resiliency assessment of DSHA's affordable housing portfolio. Resilience planning provides tangible and intangible benefits such as safety, improved health environment outcomes, comfort, cost savings, and durability to vulnerable low income communities including affordable housing.

DSHA intends to hire a Consultant (Consultant) to assist DSHA in the following areas:

1. To work with DSHA and owners of Delaware's affordable housing portfolio to evaluate and assess the affordable housing portfolio and make recommendations for potential climate resiliency upgrades to reduce the effects of climate hazards and increase resiliency; and
2. To provide DSHA with technical expertise by creating a replicable assessment tool, conducting the assessment, and making recommendations to housing policies, funding priorities, and DSHA's Design and Construction Standards. The analysis and recommendations should lead to future cost savings and prevent replacement and repair costs that follow recommendations before a major storm event for future and current projects. In addition, to the extent that specific infrastructure features pose behavioral or operational challenges to resiliency, the analysis and recommendations should include recommendations for educational and/or training opportunities for owners, management companies, and tenants on the risks posed by climate change and how best to manage such events.

The specifications contained in this RFP shall be considered to be clear and complete unless written attention is called to any apparent discrepancy or omission thereof prior to the submission of proposals.

The respondent ("Applicant") agrees that any estimates, as stated in the RFP, are only to provide a uniform basis for comparison of proposals and are not represented to be accurate. Such estimates shall not be considered a binding feature of any contract nor may they be used in any other way to determine a liability against DSHA.

### **B. DSHA Overview**

DSHA was created in 1968 as a public corporation in the Delaware State Department of Housing. Since then, when the Delaware General Assembly appropriated \$100,000 for first-year operations, DSHA's physical and financial assets have grown to \$1.2 billion and the agency is now an independent authority in the Executive Department with its Director reporting directly to the Governor as a member of the Cabinet.

DSHA has the power to make loans and grants to both for-profit and nonprofit housing sponsors; to make loans to mortgage lenders and require that they use the proceeds to make new residential mortgage loans; to apply for and receive subsidies from the federal government and other sources; and to issue its own bonds and notes. In addition to its role as the State's Housing Finance Agency, DSHA is unique in that it also serves as a Public Housing Authority and acts as a Community Development and Planning Agency.

As a Public Housing Authority, DSHA owns and operates public housing sites and operates the Housing Choice Voucher program in Kent and Sussex Counties, two of Delaware's three Counties. As a U.S. Department of Housing and Urban Development (HUD) Community Development Agency, DSHA administers the Community Development Block Grant (CDBG) program in Kent and Sussex Counties, HOME funds statewide, as well as the Emergency Solutions Grants (ESG), Housing Opportunities for Persons with AIDS (HOPWA), and Neighborhood Stabilization Program (NSP) programs. In addition to these HUD-funded programs, DSHA manages a variety of State and locally-funded programs, including below-market rate mortgages, downpayment and settlement assistance, foreclosure prevention programs, and financing for multifamily developments via Housing Development Fund (HDF), National Housing Trust Fund (NHTF), Low Income Housing Tax Credit (LIHTC), and the HOME Program.

### **C. Background**

DSHA is the administrator of the federal LIHTC program in Delaware and operates the LIHTC program in accordance with the U.S. Internal Revenue Code and applicable federal and state laws, including a Qualified Allocation Plan (QAP). Delaware's QAP is adopted and published annually. The annual process includes input from DSHA staff (from Development, Policy and Planning, Compliance, and Asset Management sections) and various stakeholders, including developers, nonprofits, lenders, and investors. A public forum is held to discuss possible changes to the annual QAP and gather feedback. After a draft is published, a public comment period commences and is closed upon a final public hearing. The final draft is presented to the Director of DSHA for approval. After approval, the draft is presented to the Governor for annual certification.

As part of DSHA's continued goal to promote and improve energy efficiency and climate resiliency in affordable housing, we have determined that an assessment of the Affordable Housing Portfolio needs to be completed and analyzed for needs and ways to include recommendations into DSHA's affordable housing policy. This has prompted DSHA to seek technical expertise to review additional options.

### **D. Request for Proposals**

This RFP is issued pursuant to 29 Del. C. §§ 6981 and 6982. The contract will be awarded to the most responsible Applicant(s) that offers the most advantageous proposal, taking into consideration responsiveness to the evaluation criteria established within this RFP, as well as costs for the proposed services, and time frame needed to complete the review. Applicants can propose to provide services for one or all of the project details in the scope of work.

Proposals will be reviewed against the evaluation criteria and members of a proposal review committee will make a recommendation for an award. The Director of DSHA will subsequently make the final announcement of the awarded proposal.

## Scope of Work

### A. Project Details

DSHA has been awarded funding to conduct a risk analysis and resiliency assessment associated with the impacts of climate change including flooding due to sea level rise and storm water runoff, as well as extreme heat. This assessment of Delaware's Affordable Housing Portfolio includes approximately 200 sites and over 12,000 units. These sites are a combination of DSHA-owned properties, as well as projects that have state or federal funding attached. Twenty percent of the properties are built or were last rehabilitated more than thirty years ago, while about half of the properties were built or rehabilitated less than fifteen years ago. This risk assessment will enable DSHA to assist properties in the Affordable Housing Portfolio to reduce risk and increase resiliency with respect to the impacts of climate change. DSHA seeks a qualified entity to assist with this effort. Interested and qualified entities should prepare a Proposal addressing scope of services which shall include, but not be limited to, the following: The primary deliverables include:

- 1) Development of a replicable Risk Analysis and Resiliency Assessment Tool;
- 2) Creation of detailed Metrics for evaluating risk and resiliency;
- 3) Recommended updates to DSHA policies, including Design and Construction Standards; and
- 4) Final Risk Analysis and Resiliency Assessment Report.

#### 1. Evaluation and Desk Assessment

The Proposal should provide details on how the Applicant will assess Delaware's affordable housing portfolio which should include, but not be limited to, the following:

- a. Research and gather data on properties to prepare for assessment stage, review and identify properties that are prone risks including, but not limited to, flooding, rising sea level issues, storm water runoff, and extreme heat. The Proposal should specifically identify how the Applicant will utilize the Delaware specific resources identified in "Climate Change Information Sources" Exhibit A;
- b. Communicate with stakeholders, including owners, management agents, on-site management staff, DSHA and other interested parties on goals of the grant including, but not limited to, assessment tool, physical visits, identifying resiliency hazards and issues and benefits of opportunities to reduce climate change and hazards for their properties; and
- c. The Proposal must identify how the Applicant will score and categorize properties in the Affordable Housing Portfolio based on an initial file review. The proposal should include specific factors analyzed and a proposed metric for scoring. Factors should include details discoverable from public and DSHA records such as, but not limited to, location, construction type, age, and/or site characteristics. The proposed metric should identify, at minimum, two risk categories: Low Risk – not meriting further assessment; and Potential Risk – meriting physical site assessment. Applicant may propose further granularization of categories as appropriate. The proposed Metric must provide a clear and detailed explanation of the threshold for determining a risk category.

## **2. Risk Analysis and Resiliency Assessment Tool**

The Proposal must identify how the Applicant will create or provide a Risk Analysis and Resiliency Assessment Tool for the purposes of evaluating the Affordable Housing Portfolio.

The Assessment Tool must include methods and metrics including specific factors for identifying properties' risk of flooding. The Assessment Tool should also include methods and metrics for identifying other risk factors associated with physical threats of climate change, including heat sensitivity, envelope thermal conductivity vulnerabilities, fuel and water source vulnerabilities, FEMA maps, insurance claims, or other environmental risk factors. The Risk Analysis and Resiliency Assessment Tool should include, but will not be limited to, the following:

- a. Analyze primary and secondary hazards affecting building systems and properties, including both scale of impact and probability of occurrence (and provide detail of all types of hazards);
- b. Create questionnaire/survey tool and inspection assessment measures for building and site; and
- c. Create mitigation measures for each hazard and provide details.

## **3. Conduct Physical Site Assessments**

The Proposal must identify how the Applicant will conduct the physical site assessment and utilize the assessment tool in the portion of the Affordable Housing Portfolio that merits physical site assessment. The Proposal should include the process for conducting physical site assessments, specific factors analyzed connected to methods of data collection, include both building envelope and site context, and a proposed metric for scoring. The proposed metric should identify, at minimum, three categories and associated risk mitigation actions applicable to each category. Applicant may propose further granularization of categories as appropriate. The proposed Metric must provide a clear and detailed explanation of the threshold for determining a risk category. The assessment should include, but is not limit to, the following:

- a. Determine which projects have a higher risk to climate change effects, the Proposal should identify how the Applicant will utilize the resources in Exhibit A to assist in this determination;
- b. Lead and provide an individual assessment of each risk found at a property; and
- c. Provide recommendations or action items and potential resilience upgrade opportunities that if implemented will improve resilience at those properties.

## **4. Review DSHA Design and Construction Standards and DSHA Housing Policies**

The Proposal should identify how the Applicant will determine recommendations and changes to DSHA Design and Construction standards to alleviate future resiliency issues with new or rehabilitated affordable housing based on the analysis of the housing portfolio and review of DSHA's current Design and Construction Standards as required by the QAP. The final recommendation product should include, but is not limited to, the following:

- a. Recommend strategies for DSHA's affordable housing policies including, but not limited to, the QAP and DSHA Design and Construction Standards (for both minor or substantial

- rehabilitation), which may lead to future cost savings and prevent replacement and repair costs that follow recommendations before a major storm event; and
- b. Recommend educational and/or training opportunities for owners, management, companies, and tenants on the risks posed by climate change and how best to manage such events.

## **5. Risk Analysis and Resiliency Assessment Report**

The Proposal must identify how the Applicant will prepare and produce a final Risk Analysis and Resiliency Assessment Report. This final product must include a narrative portion addressing the overall state of the Affordable Housing Portfolio's risk and resiliency accompanied by a detailed assessment of risk for each property, as well as a list of property-specific resiliency and action items that if implemented, will improve the resiliency of the existing Affordable Housing Portfolio. The report should also include, but is not limited to, the following:

- a. Compile all results and recommendations (including projected cost estimates for each type of mitigation) into a Risk Analysis and Resiliency Assessment Report;
- b. A detailed section on Metric and assessment methodology including how the Risk Analysis and Resiliency Assessment Tool may be used by DSHA in the future;
- c. Make recommendations and strategies for DSHA and owners that will help protect vulnerable populations from health and safety risks related to climate change; and
- d. Review and analyze funding opportunities that may be available to DSHA and Owners with identified resiliency issues at properties.

## **6. Technical Assistance and Other Duties**

The Applicant will be responsible for assisting DSHA evaluate and revise its current policies to most effectively reduce risk and improve resiliency of Delaware's Affordable Housing Portfolio. Consultant will provide technical assistance to DSHA construction management and inspection staff, as well as LIHTC project design professionals as needed.

Consultant will perform other duties, as assigned by DSHA, related to the revised energy conservation measures category as amended in the Delaware QAP and other related DSHA housing policies.

# **Proposal Format, Content, and Submission Requirements**

## **A. Submission of Proposals and Deadline**

Provide one paper copy and one electronic copy of the proposal in a single, sealed, company-marked, envelope clearly labeled, "DSHA Consulting Services for Risk Analysis and Resiliency Assessment for Delaware's Affordable Housing" to DSHA by 4:00 p.m. EST on September 28, 2018. The proposal should be addressed to:

Cynthia Deakyne  
Delaware State Housing Authority  
18 The Green  
Dover, DE 19901

Proposals will not be accepted after 4:00 p.m. on September 28, 2018.

There is no expressed or implied obligation for DSHA to reimburse responding firms for any expenses incurred in preparing proposals in response to this request. DSHA reserves the right to retain all proposals submitted and to use any ideas in a proposal, regardless of whether that proposal is selected. Any materials submitted pursuant to an application or created pursuant to this proposal shall become the property of DSHA to use at its sole and continuous discretion.

Submission of a proposal indicates acceptance by the Applicant of the conditions contained in this RFP, unless clearly and specifically noted in the submitted proposal and confirmed in the contract between DSHA and the selected consultant.

## **B. Equal Opportunity**

All qualified persons and firms will receive consideration without regard to race, color, religious creed, ancestry, national origin, age, handicap or sex. Minority Business Enterprises, (MBE), Women-Owned Business Enterprises (WBE), Veteran-Owned Business Enterprises (VBE), Service-Disabled Veteran-Owned Business Enterprises (SDVOBE), Individuals with Disabilities Owned Business Enterprises (IWDBE) and Small Business Focus (SBF) program vendors are encouraged to apply.

## **C. Subcontracting**

Applicants submitting proposals are encouraged to consider subcontracting portions of the engagement to small businesses owned and controlled by socially- and economically-disadvantaged individuals. If this is to be done, the name and role of the proposed subcontracting firm(s) must be clearly identified in the proposal. Following the award of the contract, no additional subcontracting will be allowed without consent from DSHA.

## **D. Questions about the RFP**

This RFP is also available on DSHA's website at <http://www.destatehousing.com> and on the State of Delaware's Bid Solicitation Directory at <http://www.bids.delaware.gov>.

Any questions about this solicitation must be received before 4:00 p.m. on September 14, 2018 and should be directed to:

Cynthia Deakyne  
Delaware State Housing Authority  
[cindy@destatehousing.com](mailto:cindy@destatehousing.com)  
302-739-0291

## **E. Minimum Proposal Requirements**

Contents of the proposal must include:

1. An executive summary of not more than one page;
2. A description of approach/methodology to the scope of services;
3. A description of deliverable products;

4. An implementation schedule of how the review should progress, and at what point various tasks will be completed, including at 25%, 50%, and 75% of completion;
5. A general background of the Applicant's organization, including:
  - a. A description of similar studies undertaken;
  - b. The location of the organization;
  - c. Description of the organization's capabilities in analyzing both regional and national trends and experience working with other state Housing Finance Agencies and/or other state QAPs;
  - d. Resumes of staff members to be assigned to this review;
  - e. Resumes of any sub-consultants, if any;
  - f. Samples of similar work completed in the last three (3) years; and
  - g. Names and contact information for three (3) references familiar with similar work.
6. Costs by work product;
7. Signed Applicant warranty as contained in the Attachments; and
8. Subcontracting plan, if any, and necessary certifications of subcontractors.

#### **F. Debarred, Suspended, and Ineligible Contractors/Consultants**

The Applicant certifies by submission of a proposal that it is not a debarred, suspended, or ineligible contractor by any Agency of Federal or State government. (No proposal received from a debarred, suspended, or ineligible contractor will qualify for award).

#### **G. Acceptance of Proposals**

DSHA reserves the right to reject any and all proposals, to accept or reject any part of any proposal, or to waive informalities and minor irregularities in the proposals. Proposals which contain erasures, alterations, conditional proposals, omissions, or irregularities may be rejected.

#### **H. Consultant Selection and Contract Execution**

Each proposal will be rated and ranked in accordance with the following criteria:

1. Approach for conducting comprehensive review (20 points);
2. Specific methodologies for completing various aspects of the review (15 points);
3. Demonstrated ability and capacity (15 points);
4. Technical qualifications and experience with both physical resilience evaluations and affordable housing programs of individuals to be assigned to the project (15 points);
5. Ability to meet proposed timetable (15 points);
6. Total price of review and services (10 points); and
7. Continuity and stability of Applicant (10 points).

Based on a review of submitted proposals, a list of no more than three (3) Applicants will be selected for interviews. DSHA reserves the right to award a contract based solely on the proposals or to negotiate further with one or more Applicants. The selected consultant will be chosen on the basis of the greatest benefit to DSHA, not necessarily on the basis of the lowest price. The selected consultant agrees, if successful, to execute a contract within twenty (20) days after Notice of Award. No contract may be assigned, either in whole or in part, without the prior approval of DSHA. Proof of Liability Insurance and Delaware License requirements will apply.

DSHA may request additional information or clarification from Applicants during the evaluation process.

## **I. Contract Price and Payment**

The proposal must state the total planned hours and hourly rate by staff classification of those anticipated to work on the project. An all-inclusive maximum fee for each work product, broken out by planned hours and hourly rates by staff classification must be provided, as well as an all-inclusive maximum fee for the entire study.

The price quoted in the proposal must be firm and not subject to change by vendor for ninety (90) days from the date of proposal submission. The price shall represent the total cost to DSHA including direct, indirect, and out-of-pocket costs. Quoted costs should include meetings with DSHA staff and a presentation of the main findings of the report for at least one major public event.

Payments shall be made upon approval by DSHA for work products submitted at 25%, 50% and 75% completion. The final 25% will be paid upon completion and approval of all products.

## **J. Conflict of Interest**

No Applicant, subcontractor, or sub-consultant or otherwise related entity as determined by DSHA that has an interest in a project financed by DSHA or a project receiving LIHTCs from DSHA either now or during the performance of the work hereunder, may have any benefit, either direct or indirect in connection with the work performed under this proposal.

## **K. Confidentiality**

Findings are Confidential. Any reports, information, findings, data, etc. whether oral or written, which is supplied to, available to, or assembled by the Consultant pursuant to or related to this Contract is referred to, and defined herein, as “Confidential Information.”

## **Timeline**

### **A. RFP Timeline**

September 28, 2018: Proposals due to DSHA by 4:00 p.m.

Week of October 15, 2018: Interviews (via teleconference if necessary)

Week of November 5, 2018: Execute Contract and commence work

### **B. Review Timeline**

Interim due dates are estimated and will be confirmed upon execution of a Contract. Applicants are encouraged to develop their own more-detailed proposed timelines for completion of the project. All work products must be complete by December 30, 2020.

Week of December 3, 2018: Initial meeting with DSHA

December 2018- October 2019 – Evaluate Properties and Create Assessment Tool (25% completion)

November 2019 - June 2020 – Conduct Assessment (50% completion)

June – July 2020 - Issue Risk Analysis and Resiliency Assessment Report (75% completion)

September - November 2020 – Revise and Recommendations to Design and Construction Standards, DSHA Housing Policies, and provide educational and/or training opportunities to owners, management companies and tenants, and recommend funding opportunities to DSHA and Owners to mitigate resiliency and climate change issues (100% complete).

## **EXHIBIT A**

### **Climate Change Information Sources**

Proposal should include how Applicant will consider current and projected climate change impacts from: increasing temperatures and extreme heat; flooding and water damage related to heavy precipitation, storm surge, and sea level rise; and threats to building operation and use related to extreme weather events.

The assessment should consider flood risk reduction measures described in other Delaware-based reports.

#### **Avoiding and Minimizing Risk of Flood Damage to State Assets: A Guide for Delaware State Agencies**

<http://www.dnrec.delaware.gov/energy/Documents/DE%20Flood%20Avoidance%20Guide%20For%20State%20Agencies.pdf>

#### **Climate Mitigation and Adaptation Planning (CMAP) Summary Report**

[http://www.dnrec.delaware.gov/energy/Documents/Climate/CMAP\\_Final%20Summary%20Report.pdf](http://www.dnrec.delaware.gov/energy/Documents/Climate/CMAP_Final%20Summary%20Report.pdf)

The assessment should utilize climate projections for temperature and precipitation and sea level rise based on Delaware-based references, as well as other national or regional resources.

#### **Delaware Climate Change Impact Assessment**

<http://www.dnrec.delaware.gov/energy/Pages/The-Delaware-Climate-Impact-Assessment.aspx>

#### **Delaware Climate Projections Portal**

<http://climate.udel.edu/declimateprojections/>

#### **Preparing for Tomorrow's High Tide: Sea Level Rise Vulnerability Assessment for the State of Delaware**

<http://www.dnrec.delaware.gov/coastal/pages/slr/delawareslr/vulnerabilityassessment.aspx>

#### **Delaware Sea Level Rise Inundation Maps**

[www.de.gov/slrmmap](http://www.de.gov/slrmmap)

## Attachments

### Attachment A – Certifications and Applicant Warranties

#### DELAWARE STATE HOUSING AUTHORITY

The Applicant certifies that it has current coverage under an Insurance Professional Errors and Omissions insurance policy with an amount of no less than US \$2 million per loss.

The Applicant certifies that it will provide all services set forth in this RFP, and that it will not delegate, subcontract, or assign its responsibilities without the prior written permission of the Delaware State Housing Authority.

The Applicant warrants that it is licensed to do business in the State of Delaware.

The Applicant warrants that all information provided by it in connection with this proposal is true and accurate.

Signature of Official: \_\_\_\_\_

Name (typed): \_\_\_\_\_

Title: \_\_\_\_\_

Firm: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Date: \_\_\_\_\_

## Attachment B – Non-Collusion Certification

Applicant's Name (typed): \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Project: \_\_\_\_\_

This is to certify that neither the above-named Applicant, nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, has in any way colluded, conspired, connived or agreed, directly or indirectly, with any other Applicant, firm or person to submit a collusive or sham proposal in connection with the Contract for which the attached proposal has been submitted or to refrain from proposing in connection with such Contract, or has in any matter, directly or indirectly, sought by agreement or collusion or communication or conference with any Applicant, firm or person to fix the price or prices in the attached proposal or of any other Applicant, or to fix any overhead, profit or cost element of the proposal price of any other Applicant, or to secure through any collusion, conspiracy, connivance of unlawful agreement any advantage against the Owner or any person interested in the proposed Contract; and the price or prices quoted in the attached proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Applicant or any of its agents, representatives, owners, employees or parties in interest.

\_\_\_\_\_  
(Signed)

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

Seal - If Applicant is a Corporation

ATTEST:  
\_\_\_\_\_

Secretary