



City of Norfolk

RFP 6935-R-2019/KJO

**Development and Implementation of a Human Services Transformation Program for the St. Paul's
Area of City of Norfolk, Virginia**

Issuing Office: Office of the Purchasing Agent

Attn: Krystyna Owen

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Issued: January 9, 2019

RFP DUE DATE AND TIME: March 6, 2019

2:00 p.m. Eastern Time

ACKNOWLEDGE RECEIPT OF ADDENDUM: #1_____ #2_____ #3_____ #4_____ (Please Initial)

THE UNDERSIGNED AGREES TO PERFORM ANY CONTRACT AWARDED AS A RESULT OF THIS RFP, IN ACCORDANCE WITH THE REQUIREMENTS OF AND ATTACHED AGREEMENT TERMS & CONDITIONS SPECIFIED HEREIN. THE SIGNATURE BELOW SHALL BE PROVIDED BY AN AGENT AUTHORIZED TO BIND THE COMPANY. FAILURE TO EXECUTE THIS PORTION MAY RESULT IN REJECTION OF THE OFFERORS PROPOSAL.

Offeror's Legal Name:	
Virginia State Corporation Commission Number:	
Offeror Contact Name:	
Offeror Address:	
Offeror Contact Telephone Number:	
Authorized Agent Signature:	
Authorized Agent Name (Printed):	
Authorized Agent Contact E-mail:	
Authorized Agent Contact Phone:	
Date of Proposal:	

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SECTION I: PURPOSE, BACKGROUND AND SCOPE OF SERVICES

INTRODUCTION

The City of Norfolk (“City”), in partnership with the Norfolk Redevelopment and Housing Authority (NRHA), is soliciting responses from interested and qualified Offerors to implement a human services transformation program known as *People First*. *People First* was created as the human capital component of the comprehensive redevelopment of the more than 200-acre neighborhood known as the St. Paul’s (“St. Paul’s”) area of Norfolk. *People First* is the foundation for the overall redevelopment effort.

BACKGROUND AND PURPOSE

The City and the NRHA have embarked on a major community transformation initiative in the St. Paul’s area; partnering to break the cycle of intergenerational poverty. Our approach is three-pronged, focusing on improved housing, stronger neighborhoods and most importantly, lifting people. Believing that people are Norfolk’s greatest asset, the community will invest in a human transformation plan that unlocks our resident’s ability to be economically self-sufficient, connect to maximum housing choice and contribute to the dynamic fabric of our city.

The *People First* initiative will be coordinated and implemented in parallel with the physical redevelopment to improve resident outcomes. *People First* responds directly to residents’ needs as identified through community meetings, household surveys, stakeholder work sessions, and analysis of resident data. *People First* initiative will be strengths-based and family focused. It seeks to address current family challenges, empower residents to lead healthy, prosperous lives, and build upon existing community strengths and assets. The program will provide effective and high-quality mobility services and human capital investment services to the approximately 1,700 families currently living in the three public housing developments in the St. Paul’s area. At a minimum, the contract(s) resulting from this solicitation shall address the following priority areas: 1) Family Counseling; 2) Mobility Services; and 3) Transformative Human Service Programs. Each of these sections includes administrative responsibilities for the work performed. The preference is to award the contract to one Contractor who will also be responsible for the overall implementation of the *People First* program, however, the City reserves the right to award the service areas to separate Contractors and manage the program in-house.

The redevelopment strategy includes a pending application for federal funding through the Department of Housing and Urban Development’s (HUD) Choice Neighborhood Initiative (CNI) program. The CNI application focuses on three key components: Housing, People and Neighborhoods. The firm selected to lead the *People First* initiative will be expected to be involved in the People component of the CNI program in case of grant award. However, funding has been secured for the *People First* initiative and it will move forward regardless of the CNI award.

History and Partnerships

The City and NRHA have worked with the community since 2010 to develop a vision and plan for the redevelopment of the St. Paul’s Area. This planning work included extensive community outreach and considered the neighborhood from the perspective of residents, infrastructure, economy, and the city overall. Previous formal planning efforts completed include the [2012 St. Paul’s Area Plan](#); [2014 Choice Neighborhoods](#)

[Initiative \(Planning Grant\)](#) – Extended St. Paul’s Area Transformation Plan; and [2016 National Disaster Resilience Competition Application: ThRiVe](#).

The City and NRHA are partners in this effort to support families towards economic and housing self-sufficiency and to assist families in obtaining their identified goals. Each organization has various departments (Departments of Human Services, Neighborhood Development, and the Community Services Board at the City as well as Client Services, Jobs Plus, Workforce Development, and Family Self-Sufficiency programming at NRHA) that will serve as partners, to the *People First* initiative. Additionally, there is a large network of local service providers, faith partners and educational institutions that provide services to the St. Paul’s community. Organizations managing and coordinating *People First* services must work collaboratively with City and NRHA staff as well as other local providers to deliver seamless and comprehensive services for the residents of St. Paul’s.

The Contractor shall identify community-based support services that complement the assistance that will be funded under the *People First* initiative including, but not limited, to:

- Link with and support existing case management systems within the community and region, and are not duplicative of such services,
- Link to the local service provider system, and
- Link with employment and educational supports within the region.

The Contractor shall have all necessary Memoranda of Understanding with local community partners in effect within 60 calendar days after contract execution.

NRHA will provide offline units within the communities to be utilized for office space at no charge to the Contractor. Additionally, the City and NRHA will participate as partners, allowing for the sharing and exchanging of information to provide a coordinated system of care for residents in the St. Paul’s communities.

Guiding Principles for the St. Paul’s Transformation:

The City and NRHA have developed guiding principles for the actions and decision-making processes for the St. Paul’s Transformation Initiative. The Contractor will be required to abide by these principles in performance of its services under the agreement resulting from this solicitation:

- Community redevelopment decisions shall be family-focused and family priorities will be paramount in service delivery and relocation decisions;
- Honoring the housing choices of families affected by the redevelopment of their communities shall be the highest priority;
- Collaborative partnerships shall be pursued to implement a human development plan that will include high quality supportive services in the areas of employment, education, public safety, housing services, and health, including nutrition;
- Economic development benefits can mitigate costs but not outweigh family-focused decision-making;
- Revitalization strategies shall strive to have positive impacts on surrounding neighborhoods; and
- Decision making will reflect continuous input, transparency, and feedback from residents and all other stakeholders.

Households to be Served

The St. Paul’s area consists of three public housing communities – Tidewater Gardens, Young Terrace, and Calvert Square. Built in 1955, Tidewater Gardens consists of 618 severely distressed public housing units on 44 acres. Young Terrace public housing community has 746 units built in 1953, and the nearby Calvert Square

public housing community has 310 units built in 1957. In all, the area is home to 1,674 low-income public housing families in a deteriorating neighborhood.

The St. Paul's neighborhoods demonstrate a culture of resilience and leadership. While some residents struggle for stability and healthy living, many have success in the areas of education and employment and hold significant leadership roles in the community. Residents have networks of support through relationships developed across families and through intragenerational closeness and co-location. There is a social fabric of childcare, in-home support, shared transportation, and support for each other's well-being that reflects the creative resilience of these communities. This culture of resilience and resident leadership shall be a key component of the *People First* initiative.

St. Paul's residents also experience barriers to economic mobility and housing stability. The three public housing communities include over 4,200 people, 2,200 of whom are children ages 0-17. The average total household income is \$10,500 a year. Roughly 50% of current residents have lived in the communities for five years or less, while 30% have lived in the communities for over ten years. The poverty rate is 70%, unemployment is over 50%, and 34% of adult residents do not have a high school diploma. There are two public schools in the area, which primarily serve low-income students and do not meet state educational standards. This transformation will be disruptive to families and the *People First* program must be designed to help people reach economic stability and thrive in their housing choices.

The table below provides specific demographic, income and housing data for the three housing developments.

Community Name	Tidewater Gardens	Young Terrace	Calvert Square
Community Type	Family	Family	Family
Year Built	1955	1953	1957
Year Renovated			1995
Acres	44	36	19
Units	618	746	310
1-bdrm	98	138	50
2-bdrm	281	378	164
3-bdrm	174	229	92
4-bdrm	64	1	4
5+-bdrm	1	0	0
ADA Units - wheelchair	30	38	12
ADA Units - hearing/visual	14	16	2
7/17 to 6/18 Vacancies	68	100	30
Demographics			
Total Population	1662	1774	738
Age			
0 to 17	927	908	380
18 to 61	664	765	318
62+	71	101	40
Income			
0 to 30% AMI	539	613	241
30 to 60% AMI	56	105	54
60 to 80% AMI	15	19	7

80%+ AMI	3	3	4
Average Annual Income	\$9,252	\$10,323	\$11,055
Families on HCV Waitlist	234	262	99
Participants in FSS Program	41	32	27
Length of Stay (%)			
Moved in Past Year	15%	17%	15%
1 to 2 years	13%	11%	12%
2 to 5 years	26%	19%	22%
5 to 10 years	16%	21%	19%
10+ years	30%	32%	32%
	100%	100%	100%
Census Tract Poverty Rate	75.8	67	64.1
(Citywide Poverty Rate is 21%)			
Number of Property Staff	17	20	11

PROJECT OVERVIEW

Expected Project Timing/Phasing

The City and NRHA are applying for both a Choice Neighborhood Initiative (CNI) grant and a phased Demolition/Disposition application for Tidewater Gardens. This means relocation is expected to begin as early as Spring 2019 for residents in Phase 1 of Tidewater Gardens. During the FY2021 Annual Plan period, NRHA will seek NRHA board approval to proceed with the submission of a phased demolition application for the Young Terrace community. Relocation and transformation would occur simultaneously throughout both the Young Terrace and Tidewater Gardens communities. The phased demolition application for the Calvert Square community is planned for FY2024. If approved by HUD, relocation and transformation will occur simultaneously throughout all three communities until all phases are complete. It is anticipated that the entire transformation will take 10 years.

Residents will be offered three replacement housing options: a unit in the redeveloped, mixed-income St. Paul's community (residents seeking to live in the redeveloped community will have an opportunity to do so but may need to move temporarily to another unit onsite or offsite during demolition and construction); a Tenant Protection Voucher (TPV) to move to housing in the private market, or; another unit in one of NRHA's remaining public housing or project based voucher communities. Based on previous experience with redevelopment projects in the City of Norfolk, meetings with the community, and resident surveys, it is expected that two-thirds of the households will choose to take a voucher, and that households will have varying capacities to successfully find housing once awarded a voucher.

Available Funding

The City has committed local funding for *People First*. On May 23, 2018, Norfolk City Council approved a budget that includes \$3M a year in local funding for the *People First* initiative. The City has committed this funding to provide ongoing *People First* services for residents for 3 to 5 years after their move.

The City seeks to award a two-year performance-based contract. The City shall have the option, in its sole and absolute discretion, to renew the Contract for up to eight (8) additional periods of one (1) year each. Each renewal is contingent on Contractor's performance and compliance with contract requirements. The City may also elect to renew the Contract for all or any part of the services specified in the Contract. The

Contract may be terminated by the City without cause upon thirty (30) days' prior written notice to the Contractor.

The City reserves the right to award the services described in this solicitation to one or multiple Contractors. If multiple Contractors are awarded, they will be required to cooperate closely in order to meet the requirements of this solicitation and the obligations to the community.

The City reserves the right to reject any and all proposals and to make no award at all under this RFP.

SCOPE OF SERVICES

This Scope of Services reflects the range of services related to family coaching, mobility services, transformative human service programs that are required of the Contractor as part of *People First*.

The Contractor shall employ a strengths-based perspective and ensure that they work in partnership, empower choices and decision making, and understand and preserve existing resources and networks during program implementation.

Family Coaching

Resident empowerment is a key strategy in this transformative work. Working with families holistically and focusing on the whole family will be critical. This coaching model recognizes that the family unit is the expert in their own lives and leverages a range of tools to harness that expertise. The Contractor shall provide the following services for family-centered coaching:

Recruitment

The Contractor will be responsible for recruiting residents into the various programs and family coaching services provided by the *People First* initiative. This should include extensive outreach through a variety of methods.

Assessment of Needs and Development of Plans

The Contractor shall conduct individual and family assessments of residents and develop Family Unit and Individual Level plans for each person in the family unit.

Community Resource Analysis

The Contractor shall conduct an assessment and gap analysis of the local service ecosystem, establish relevant partnerships and link to services and programs. The Contractor shall maintain a database of all services in the area, along with eligibility requirements and restrictions for each service.

Communication with Residents

The Contractor shall work closely with the City and NRHA to stay in regular communication with the community as a whole about the status of *People First*. This plan will be part of a larger communication plan developed with residents and other stakeholders.

Family Unit Level Coaching

The Contractor shall ensure that a successful family coaching strategy works with the family and all its individual members. This comprehensive view shall be the basis of needs assessments and data collection. A successful strategy will track and ensure outcomes for all members and may use incentives.

Confidentiality

The Contractor shall protect residents' information under the confidentiality requirements based on Federal, State, and local regulations. The Contractor shall also ensure that the partner agencies and organizations adhere to the same laws and principles.

Outcome Evaluation

The Contractor will be responsible for tracking and reporting partner commitments and assessing quality and responsiveness of services provided. The Contractor shall also report household and individual level outcomes related to housing, employment and health and wellness indicators and establish feedback loops for outcomes and evaluations.

Mobility Services

Successful relocation and subsequent stabilization of residents into neighborhoods of opportunity is a core outcome of *People First*. Program's goal is to help families who choose to relocate to do so in higher opportunity neighborhoods with access to wider and more stable employment networks, better performing community schools, and a stronger network of community resources and transportation options. The Contractor shall ensure that services focus on education, outreach, follow-up, and eviction risk reduction. Contractor's staff must include housing brokers and certified housing counselors by HUD or the Virginia Association of Housing Counselors.

As part of the Scope of Work, mobility services shall include, but not be limited to, the following:

- Identify rental housing available in the regional housing market that will accept vouchers and work to expand the pool of rental housing accepting vouchers in areas of opportunity. This work will be done in close collaboration with NRHA and the City.
- Work with family coaching and human service staff and partners, establish individualized plans for successful outcomes and assist households in implementing their household plans before, during and after relocation.
- Assist resident in obtaining all pertinent documentation needed for housing application process.
- Work with landlords to ensure successful transition and stabilization.
- Anticipate and prevent potential challenges to stable housing and connect landlords and residents to the appropriate services.
- Serve as a liaison between the City, NRHA, landlords, residents, and service providers.
- Identify necessary financial literacy gaps and work with the residents and partners to fill them.
- Coordinate group community tours to higher opportunity areas for families and individual tours as requested by residents.
- Provide guidance to families to address the resistance, fear or other emotions related to relocating to a new neighborhood.
- Monitor progress of household plans and devise strategies for assisting residents in meeting milestones.
- Conduct follow-up home visits with residents, at a minimum, 30 days and 90 days post move-in and 120 days prior to lease renewal ensure success in community engagement, school enrollment, issue resolution and referral to additional services as needed.

The Contractor will coordinate with the NRHA point of contact in each community and the HCV administrator to develop a plan for division of duties and mobility services and landlord outreach efforts. NRHA staff will be responsible for the coordination of the physical move and the timely transaction of payments, such as issuing relocation assistance and rental payments.

Transformative Human Services Programs

The goal of *People First* is to optimize outcomes for residents and the community at large. The Contractor must have working knowledge, previous success and familiarity with how to access a wide range of human development services (serving primarily low-income, minority populations, the elderly/disabled, special needs population) and the ability to establish a system for successfully referring residents to these services, including, but not limited to: budgeting, homeownership counseling, credit counseling, employment training and placement, childcare, youth activities, clinical case management, substance abuse counseling, health and mental health counseling and early intervention and parent support. Contractor's staff will be responsible for ensuring that residents access and utilize the rich network of services available in the City/region. The Contractor shall track and evaluate all outcomes of provided or referred services in a systematic way to ensure a robust return on investment. The outcomes detailed below are not a comprehensive list and the Contractor shall propose additional important outcomes based on their experience.

Household Income

The Contractor shall measure, track, and project increases in household income. These increases may focus on employment support, entrepreneurship support, government benefits assistance, effectively managing the benefits cliff, etc. Apart from help with generating additional income there shall also be a focus on preserving existing income sources. Finally, the Contractor shall assist in connecting the served individuals with organizations and agencies that support financial health through personal finance education.

Relocation based Risk-reduction

The Contractor shall deploy strategies related to reducing the risk of eviction to relocated households. Barriers include, but are not limited to, negative rent payment history, poor credit, unpaid utility bill and criminal history. Eviction risk remains the primary threat to relocation efforts. At the basic level, the eviction risks shall be meaningfully lower than regional and/or national averages.

Lifecycle Outcome

The Contractor shall deploy strategies that produce outcomes in all life stages. Given the high percentage of young children and persons with disabilities in the community, services focused on early childhood, young adults, and persons with disabilities will need special support of the Contractor. Thus, outcomes related to education, special needs education, mental health, addiction, literacy, health care, wellness and nutrition, etc. need to be addressed.

Education

The Contractor shall deploy strategies to ensure educational outcomes such as, but not limited to, access to schools, libraries, special education programs, and adult education/training programming. This access shall ensure that community resources are properly utilized while ensuring that the individual needs are met and outcomes optimized.

Healthcare

The Contractor shall outline outcomes as they relate to access to healthcare based on individual needs and feedback. The Contractor shall help individuals access healthcare benefits programs such as Medicaid, Medicare, community clinics, etc. The Contractor shall also ensure that individuals have access to programs that encourage healthy nutrition, wellness programs, and fitness goals for residents.

Administration

The Contractor shall submit a management plan for the administration of each of the *People First* services that they will be providing (family coaching, mobility services, and/or transformative human service programs) within 60 days of contract execution. The management plan shall clearly delineate staff responsibility, processes, best practices, and operational protocols. Additionally, the plan shall address project coordination, intake and assessment, communication methods, and outcome tracking. The plan must be approved by the City prior to implementation.

The management plan shall include:

- Interorganizational Collaboration – approach to division of responsibilities for administrative, family coaching, transformative human service programs, and mobility services between City, NRHA, and local service providers. This shall include need for MOUs or other agreements to memorialize roles.
- Start-up plan – specific information on the Contractor’s approach to understanding current ongoing work, including the amount of time needed for program launch, the information that will be requested, and the process.
- Staffing plan – description of roles, responsibilities, and the physical location of staff. Where specific staff have not been identified, description of the qualifications and background of the staff that will fill the position.
- An outline of management practices for implementation and usage of budget management, periodic reporting, client database, and other tools used to administer the project.
- Approach for working with existing local service providers – description of existing service gaps and approach to filling those gaps (if known), or the plan to identify service gaps.
- Budget planning – ongoing steps taken to ensure that the services are provided within the constraints of the budget. Each year’s budget must be organized by each service area (Administration, Transformative Human Service Programs, etc.) and subtask (household needs survey, landlord voucher outreach, monitoring and evaluation etc.). Any cost escalations over years shall be accounted for in budgeting, while remaining within the maximum award.

Contractor’s Employment Opportunity Plan

The City expects that Contractor’s team will reflect the diversity of Norfolk. Contractor’s hiring priorities shall include current and former residents of Norfolk public housing, persons with a lived experience of poverty and public or housing choice voucher housing.

Reporting and Administrative Requirements

The Contractor will work cooperatively and constructively with the City, NRHA and other key stakeholders. The Contractor shall submit quarterly reports to the City in regard to each of the sections of the work performed that address all metrics required under the contract. The Contractor will meet every two weeks with the City and NRHA to ensure that milestones are met, metrics are tracked and that appropriate procedures are being followed.

SECTION II INSTRUCTIONS TO OFFERORS

A. Contact with City Staff, Representatives, and/or Agents:

Direct contact with City staff, representatives, and/or agents other than the Issuing Office staff on the subject of this RFP or any subject related to this RFP is expressly prohibited except with the prior written permission of the Purchasing Agent.

B. Offerors of Record:

Offerors receiving a copy of this RFP from a source other than the Issuing Office, should consult the City's Procurement website www.norfolk.gov/purchasing.

C. Pre-proposal Conference:

There will be a pre-proposal conference on January 30, 2019 at 11:00 am at the City's Office of Resilience, 501 Boush Street, Suite A, Norfolk, VA 23510. Call-in option information to follow.

Directions to the conference location: Coming from 264 follow Waterside Dr. (name changes to Boush Street) to Bute Street (last street before Brambleton). Make a left and the building and parking garage are the first building on the right. Park on the second level and come down the elevator, and go to the first door on the front of the building (501 Boush St. Suite A). 501 Boush St. is attached to York Parking Garage and we will validate parking.

D. Questions and Addenda:

Offerors shall carefully examine this RFP and any Addenda. Offerors are responsible for seeking clarifications of any ambiguity, conflict, omission, or other errors in this RFP in writing. Questions shall be addressed to **Krystyna Owen**, at Krystyna.owen@norfolk.gov. If the answer materially affects this RFP, the information will be incorporated into an Addendum and posted on City's Procurement website www.norfolk.gov/purchasing. This RFP and any Addenda shall be incorporated by reference into any resulting Agreement. Offeror is responsible for checking Issuing Office or the City's Procurement website www.norfolk.gov/purchasing within 48 hours prior to the proposal closing to secure any Addendum issued as part of this RFP.

Oral comments and/or instructions do not form a part of this RFP. Changes or modifications to this RFP made prior to the date and time of closing will be addressed by Addendum from the Issuing Office.

All questions shall be submitted no later than 5:00pm EST on January 22, 2019. Questions received after that time will not be considered. The answers to questions submitted will be provided in Addendum # 1 which shall be posted on January 28, 2019. Any additional questions shall be submitted no later than February 15, 2019. Questions received after that time will not be considered. Any answers to the questions will be posted in Addendum #2 on February 21, 2019, if necessary.

E. Offeror Obligation:

Offeror shall carefully examine the contents of this RFP and any subsequent addenda and inform itself fully of the conditions relating to services required herein. Failure to do so shall not relieve the successful offeror of its obligation to fulfill the requirements of any contract resulting from this RFP.

F. Anti-Collusion:

Collusion or restraint of free competition, direct or indirect, is prohibited. Offerors are required to execute the anti-collusion statement. See Attachment A.

G. Ethics in Public Contracting:

The Offeror shall familiarize itself with Chapter 33.1, Article VII (§§ 33.1-86 through 33.1-93) of the Code of the City of Norfolk, Virginia, 1979, as amended, entitled “ETHICS IN PUBLIC CONTRACTING,” including the additional statutes set forth in § 33.1-86 thereof, which are attached. The offeror shall abide by such provisions in submission of its proposal and performance of any contract if awarded. See Attachment B.

H. Nondiscrimination:

The contractor agrees that it will adhere to the nondiscrimination requirements set forth in the Code of the City of Norfolk § 33.1-53, which will be incorporated into any contract awarded. See Attachment C.

I. Debarment Certification:

The certification regarding debarment, suspension, proposed debarment, and other responsibility matters attached to this RFP must be executed and returned with proposals. See Attachment D.

J. Compliance with Federal Immigration Law:

The Contractor shall certify that, at all times during which any term of an agreement resulting from this solicitation is in effect, it does not and shall not knowingly employ any unauthorized alien. For purposes of this section, an “unauthorized alien” shall mean any alien who is neither lawfully admitted for permanent residence in the United States nor authorized to be employed by either Title 8, section 1324a of the United States Code or the U.S. Attorney General. See Attachment E.

K. Authorization to Transact Business in the Commonwealth:

Contractor shall certify that it is organized as a stock or nonstock corporation, limited liability company, business trust, or limited partnership or registered as a registered limited liability partnership and is authorized to transact business in the Commonwealth as a domestic or foreign business entity if so required by Title 13.1 or Title 50 or as otherwise required by law. See Attachment F.

L. Schedule of Events:

Event	Date
RFP Issued	January 9, 2019
Pre-proposal Conference	January 30, 2019 at 11:00 am
Question Deadline	January 22, 2019 at 5:00 pm
Addendum #1 Issued	January 28, 2019
Question Deadline #2	February 15, 2019 at 5:00 pm
Addendum #2 Issued	February 21, 2019
Proposals Due	March 6, 2019 at 2:00 pm
Oral presentations	April 1-2, 2019
Contract commences	TBD

M. Preparation of Proposals:

In presenting their proposals, offerors are encouraged to be thorough in addressing the specific requirements and scope of work and the Submittal Requirements set forth in Section IV. It is solely the offeror’s responsibility to ensure that all pertinent and required information is included in its proposal. Failure to adhere to the format set forth in Section IV and to include the required information could result in a poor evaluation of the offeror’s proposal. The City reserves the right to determine if a proposal is incomplete.

N. Proprietary Information/Non-Disclosure:

Offeror is advised that City Code § 33.1-9 and § 2.2-4342 of the Code of Virginia, 1950, as amended, shall govern public inspection of all records submitted by Offeror. Specifically, if Offeror seeks to protect any proprietary data or materials, pursuant to § 2.2-4342, Offeror shall: invoke the protections of this section prior to or upon submission of the data or other materials, provide a statement that identifies the data or other materials to be protected and that states the reasons why protection is necessary. Submit trade secrets, confidential documents or other proprietary information under separate cover in a sealed envelope clearly marked "PROPRIETARY".

Information submitted that does not meet the above requirements will be considered public information in accordance with State statutes. References to the proprietary information may be made within the body of the proposal; however, all information contained within the body of the proposal shall be public information in accordance with State statutes. Trade secrets, confidential documents or proprietary information submitted by an offeror in conjunction with this RFP are not subject to public disclosure under the Virginia Freedom of Information Act ("VFOIA"). Information submitted that does not meet the above requirements will be considered public information in accordance with the VFOIA. An all-inclusive statement that the entire Proposal is proprietary and/or confidential is unacceptable. A statement that offeror's costs and/or proposal pricing are to be protected is unacceptable. Offeror will be requested to remove any such statement(s) in order to be eligible for further consideration.

O. Exceptions to the City's Contractual Terms and Conditions:

Identify any exceptions to the City's Contract Terms and Conditions (set forth in Section III), including any proposed revision(s), and an explanation of why any such revision is needed. For each exception, offeror will specify the RFP page number, section number, and the exception taken. Offeror must not incorporate its standard contract document into its proposal, by reference or in full text, without listing each exception it represents to the terms and conditions of this RFP.

P. RFP Closing:

Offeror shall ensure its proposal is delivered to and is time stamped by the Issuing Office no later than the Closing Date and Time shown on the cover page of this RFP. Proposals received after the specified date and time will not be considered and will be returned to the Offeror unopened.

Q. Proposal Binding for One Hundred Eighty (180) Days:

Offeror agrees that its proposal shall be binding and may not be withdrawn for a period of one hundred eighty (180) calendar days after the scheduled closing date of this RFP.

R. Cost incurred in Responding:

This RFP does not commit the City to pay any costs incurred in the preparation and submission of proposals or in making necessary studies or designs for the preparation thereof, nor to procure or contract for services.

S. Disposition of Proposals:

On receipt by the City, all materials submitted in response to this RFP will become the property of the City. One (1) copy of each proposal shall be retained for official files and will become a public record after the award and subject to the Virginia Freedom of Information Act ("VFOIA") provisions.

T. Proposal Evaluation Process:

Evaluation of proposals will be within the discretion of the City. It is the intent of this RFP that all services be provided complete in all respects without need by the City to engage separate technical expertise of services. Upon receipt of the proposals, the City will evaluate all materials submitted by responding firms and rank the proposals using the following 100-point scale:

Criterion	Family Coaching	Mobility Services	Transformative Human Service Programs
Capabilities and Demonstrated Experience	25	25	25
Technical approach, work plan and clarity of proposal	30	30	30
Staffing	10	10	10
Project Budget	20	20	20
Contracting/Employment Opportunity Plan	15	15	15
TOTAL	100	100	100

All responses should be clearly delineated along these services.

U. Presentations:

If, in the City’s opinion, offeror presentations or demonstrations of the proposals are warranted, the City will notify the selected offerors. Such presentation or demonstration will be at a City site at a date and time mutually agreed to between the City and offeror. Travel will be at the offeror’s expense.

V. Award:

The award of a contract(s) shall be at the sole discretion of the City. Award(s) will be made to the Offeror(s) whose proposal is determined to be most advantageous to the City, taking into consideration the evaluation factors set forth in this RFP. The City reserves the right to cancel the solicitation and to waive informalities. The City also reserves the right to enter into any contract deemed to be in its best interest, including the award of a contract to more than one offeror.

Offerors shall submit proposals, in accordance with the RFP requirements and maintain compliance with all federal, state and local laws and regulations. The City further reserves the right to make award(s) based on initial proposals submitted without further discussion of the proposals or deliberation. Therefore, the proposals should be submitted initially on the most favorable terms that the offerors can propose with respect to both price and technical capability. The contents of the proposal(s) of the selected offeror(s), as negotiated, will be incorporated and made a part of any City contractual obligation when the award(s) is made. Proposals will be initially evaluated on the basis of the written material provided, with clarifications requested as needed by the Office of the Purchasing Agent.

W. Protests:

Any offeror, who desires to protest the award or decision to award a contract, shall submit the protest in writing to the City’s Purchasing Agent no later than ten (10) days after the award or the announcement of the decision to award, whichever occurs first. Public notice of the award or the announcement of the decision to award shall be given by the City, in the manner prescribed in the terms or conditions of the RFP.

No protest shall lie for a claim that the selected offeror is not a responsible offeror. Notwithstanding the requirements specified herein, the written protest shall be addressed to the City's Purchasing Agent and shall include the basis for the protest and the relief sought to be considered valid. The City shall issue a decision in writing stating the reasons for the action taken. This decision shall be final unless the offeror appeals within ten (10) days of receipt of the written decision by instituting legal action as provided in City Code §33.1-106. Nothing in this subsection shall be construed to permit an offeror to challenge the validity of the terms or conditions of the RFP. Pending final determination of a protest or appeal, the validity of a contract awarded and accepted in good faith in accordance with this chapter shall not be affected by the fact that a protest or appeal has been filed.

X. Equal Opportunity Business Development:

The City encourages small businesses and businesses owned by women and minorities and disabled veteran to compete and encourages non-minority firms to provide for the participation of small businesses and businesses owned by women and minorities through subcontracting, partnerships, joint ventures, and other contractual opportunities. All contractors are requested to complete Attachment G to provide the planned use of such businesses in fulfilling any resulting contract.

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SECTION III: CONTRACT TERMS AND CONDITIONS

TIME OF PERFORMANCE

The City seeks to award a two-year performance-based contract. The City shall have the option, in its sole and absolute discretion, to renew the Contract for up to eight (8) additional periods of one (1) year each. Each renewal is contingent on Contractor's performance and compliance with contract requirements. The City may also elect to renew the Contract for all or any part of the services specified in the Contract.

INSURANCE REQUIREMENTS

Contractor will maintain during the term of this agreement insurance of the types and in the amounts described below. All insurance policies affected by this agreement will be primary and noncontributory to any other insurance or self-insurance maintained by the City and/or the Norfolk Redevelopment and Housing Authority and will be written in an ISO form approved for coverage in the Commonwealth of Virginia. Policy limits may be met via either a singular policy, or in combination with primary and excess, or umbrella, insurance policies. All policies will provide that the Contractor will receive at least thirty (30) days written notice in the event of cancellation of, or material change in, any of the policies. Unless otherwise specifically approved by the City, all general liability, data privacy liability, and automobile/vehicle liability policies will include the City of Norfolk, Va. and its employees, as well as the Norfolk Redevelopment and Housing Authority and its employees, as "Additional Insured", and be written as an "occurrence" base policy. If the Contractor fails to maintain the insurance as set forth in this Agreement, the City has the right, but not the obligation, to purchase such insurance at Contractor's expense

COMMERCIAL GENERAL LIABILITY INSURANCE ("CGL") with a limit of not less than \$2,000,000 each occurrence, \$4,000,000 general aggregate. CGL will cover liability arising from premises, operations, independent contractors, products-completed operations, personal injury and liability assumed under insured contract.

WORKER'S COMPENSATION INSURANCE providing coverage as required by applicable Federal and, or, States' statutes, and Employer's Liability Insurance. The limits of such policies will be at least \$500,000 per accident/disease, and policy limit of \$500,000.

AUTOMOBILE/MOTOR VEHICLE LIABILITY INSURANCE with a limit of not less than \$2 million combined single limit; or, Bodily Injury \$1,000,000 each person, \$2,000,000 accident, and Property Damage \$100,000 each accident. Such insurance must cover liability arising from any motor vehicle as defined by Commonwealth of Virginia laws and must include coverage for owned, hired and non-owned motor vehicles, as well as uninsured and underinsured motorists.

PROFESSIONAL/ERRORS & OMISSIONS LIABILITY INSURANCE that will protect the Contractor against legal liability from alleged negligence or errors and omissions, including personal injury, which may arise from the performance of the Contractor's duties and obligations under this contract, and for two years thereafter, whether such operations be by the Contractor, the Contractor's staff, or by any Subcontractor or anyone directly or indirectly employed by either of them. The minimum acceptable limits of liability to be provided by such Professional Liability Insurance are \$2,000,000 each claim, \$4,000,000 aggregate.

PRIVACY AND BREACH OF INFORMATION LIABILITY INSURANCE that shall protect the Contractor against legal liability brought by third parties alleging one or more of the following actions arising from work performed while providing services in the performance of this contract:

- a. Dissemination of Information in Violation of Right of Privacy;
- b. Collecting Information in Violation of Right of Privacy;
- c. Theft and use of Information in Violation of Right of Privacy;
- d. Breach of privacy due to theft of data (e.g. credit cards, financial or health related data).

The minimum acceptable limits of liability to be provided by such liability Insurance are: \$2,000,000 each occurrence, \$2,000,000 general aggregate.

ABUSE LIABILITY INSURANCE with a limit of not less than \$1,000,000 each occurrence, \$2,000,000 general aggregate covering suits, claims and legal defense for actual, threatened or alleged acts, errors or omissions of abuse or molestation including sexual behavior or non-sexual behaviors to populations within the contractor's custody, control, or to whom services are being directly provided. Such insurance may be provided as a separate policy or as part of other insurance for services under this RFP/Agreement. Insurance policies will include the City of Norfolk, Va. and its employees as "Additional Insured" unless specifically approved by the City's Risk Manager or City Attorney prior to the execution of any contract or work performed under this RFP, or subsequent contracts arising from this RFP.

INSURANCE POLICIES/CERTIFICATE OF INSURANCE. Contractor will furnish the City with two (2) copies of the policies, or a certificate(s) of insurance evidencing policies, required above. The certificate(s) will specifically indicate that the insurance includes any extensions of coverage required above. In the event of cancellation of, or material change in, any of the policies, the Contractor will notify the City within at least 14 days after receiving notice of such cancellation or policy change and provide evidence that insurance coverage is in place to meet the requirements of this agreement. If the Certificate indicates coverage applicable insurance policies will expire prior to completion of all terms of this Contract, the Contractor will furnish a certificate of insurance evidencing renewal of such coverage to the City within 10 days of the effective date such renewal. All certificates will be executed by a duly authorized representative of each insurer, showing compliance with the requirements of this Agreement. Failure of the City, and, or the City's designated agents for this Agreement, to (1) demand such certificates or other evidence of full compliance with these requirements, and, or, (2) identify a deficiency from evidence that is provided, will not be construed as a waiver of the Contractor's obligation to maintain the insurance required in this Agreement.

SUBCONTRACTOR'S INSURANCE: The Contractor will require each of his subcontractors for work performed under this agreement to take out and maintain during the life of the subcontract insurance coverage of the same type and limits required of the contractor for work performed by the subcontractor. Each subcontractor will furnish to the contractor two (2) copies of the policies, or certificates of insurance, evidencing the applicable insurance. The subcontractor will comply with the same requirements regarding indications of coverage, renewal and submission of policies as is required of the contractor. The contractor will furnish at least one copy the sub-contractor's policies/certificate to the City.

INDEMNIFICATION

The Contractor shall indemnify and save harmless the City and its representatives from and against all losses and claims, demands, suits, actions, payments, and judgments arising from personal injury or otherwise, brought or recovered against the City and its representative by reason of any act, negligence or omission of the Contractor, its agents, servants or employees, in the execution of the contracted work,

including any and all expense, legal and otherwise, incurred by the City or its representatives in the defense of claim or suit. This paragraph shall survive the expiration or termination of this Agreement.

APPROPRIATION OF FUNDS

Compensation pursuant to performance under this Agreement shall be subject to appropriation by the Council of the City of Norfolk. The City shall not incur any obligation or liability under this Agreement beyond the funds appropriated for such obligation or liability in any fiscal year in which this Agreement is in effect. Funds are certified for the first year of this Agreement. On or before of each succeeding Contract Year during the term of this Agreement, the Director of Finance shall certify the funds for that Contract Year. If such funds are not available and/or appropriated, the City may cancel the Agreement without incurring any liability and/or damages of any type to the Contractor. Any such cancellation may be by a written notice from the City to the Contractor.

PAYMENT OF SUBCONTRACTORS

The Contractor is obligated to take one of the two following actions within seven (7) days after receipt of amounts paid to the Contractor by the City for work performed by any subcontractor under this Agreement:

- a. Pay the subcontractor for the proportionate share of the total payment received from the City attributable to the work performed by the subcontractor under this Agreement; or
- b. Notify the City and the subcontractor, in writing, of the Contractor's intention to withhold all or a part of the subcontractor's payment with the reason for nonpayment.

The Contractor is obligated to pay interest to the subcontractor on all amounts owed by the Contractor to the subcontractor that remain unpaid after seven (7) days following receipt by the Contractor of payment from the City for work performed by the subcontractor under this Agreement, except for amounts withheld as allowed in subsection b., above. Unless otherwise provided under the terms of this Agreement, interest shall accrue at the rate of one percent (1%) per month.

The Contractor shall include in each of its subcontracts, if any are permitted, a provision requiring each subcontractor to include or otherwise be subject to the same payment and interest requirements with respect to each lower-tier subcontractor.

The Contractor's obligation to pay an interest charge to a subcontractor pursuant to this section may not be construed to be an obligation of the City. A Contract modification or Amendment to this Agreement may not be made for the purpose of providing reimbursement for such interest charge. A cost reimbursement claim may not include any amount for reimbursement for such interest charge.

FORCE MAJEURE

The Contractor shall not be held responsible for failure to perform the duties and responsibilities imposed by this Agreement if such failure is due to fires, riots, rebellions, natural disasters, wars, acts of terrorism, or an act of God beyond control of the Contractor, and outside and beyond the scope of the Contractor's then current, by industry standards, disaster plan, that make performance impossible or illegal, unless otherwise specified in the Contract.

The City shall not be held responsible for failure to perform its duties and responsibilities imposed by this Agreement if such failure is due to fires, riots, rebellions, natural disasters, wars, acts of terrorism, or an

act of God beyond control of the City that make performance impossible or illegal, unless otherwise specified in the Contract.

CITY OF NORFOLK BUSINESS LICENSES

The Contractor must comply with the provisions of Chapter 24 (“Licenses and Taxation”) of the City of Norfolk Code, if applicable. For information on the provisions of that Chapter and its applicability to this Agreement, the Contractor must contact the City of Norfolk Business License Division, Office of the Commissioner of the Revenue, 810 Union Street, City Hall, First Floor, West Wing, Norfolk, Virginia 23510.

DEFAULT AND TERMINATION

If Contractor fails or refuses to perform any of the terms of this Agreement, including poor services, work or materials, the City may, by written notice to Contractor, terminate this Agreement in whole or in part. In addition to any right to terminate, the City may enforce any remedy available at law or in equity in connection with such default, and Contractor shall be liable for any damages to the City resulting from Contractor's default. The City further reserves the right to immediately obtain such work or services from other entities in the event of Contractor's default.

SUSPENSION OR TERMINATION OF AGREEMENT BY CITY

The City, at any time, may order Contractor to immediately stop work on this Agreement, and/or by thirty (30) days written notice may terminate this Agreement, with or without cause, in whole or in part, at any time. Upon receipt of such notice, the Contractor shall immediately discontinue all services affected (unless the notice directs otherwise), and deliver to the City all data (including electronic data), drawings, specifications, reports, project deliverables, estimates, summaries, and such other information and materials as may have been accumulated by the Contractor in performing this Agreement whether completed or in process (unless otherwise directed by the notice).

- A. If the termination or stop work order is due to the failure of the Contractor to fulfill any of its Agreement obligations, the City may take over the Work and prosecute the same to completion by contract or otherwise.
- B. Should the Agreement be terminated, or work is stopped not due in any way to the fault of the Contractor, the Contractor shall only be entitled to compensation for services actually performed and materials actually supplied prior to notice of termination or to stop work and which are approved by the City and any applicable federal or state approving agency. No profit, overhead, or any other costs of any type are allowed after the date of such notice of termination or stop work order.
- C. The rights and remedies of the City provided in this Section are in addition to any other rights and remedies provided by law or under this Agreement and City may pursue any and all such rights and remedies against Contractor as it deems appropriate.

ASSIGNMENT

Contractor shall not assign, transfer, subcontract, or otherwise dispose of its rights or duties under this Agreement to any other person, firm, partnership, company, or corporation without the previous consent in writing of the City.

INDEPENDENT CONTRACTOR

Contractor shall at all times act as an independent contractor in the performance of this Agreement. Neither Contractor nor its employees or agents shall represent themselves to be, or be deemed to be, employees of the City.

SEVERABILITY

If any provisions of this Agreement are held to be unenforceable, this Agreement shall be construed without such provisions.

WAIVER

The failure by a party to exercise any right hereunder shall not operate as a waiver of such party's right to exercise such right or any other right in the future.

CHANGES

This Agreement may be amended only by a written document executed by a duly authorized representative of each of the parties.

GOVERNING LAW AND VENUE

This Agreement is made under and shall be construed according to the laws of the Commonwealth of Virginia. Venue, in the event of litigation, shall be in City of Norfolk.

ETHICS IN PUBLIC CONTRACTING

Contractor hereby certifies that it has familiarized itself with §§33.1-86 through 33.1-93 of the Code of the City of Norfolk, Virginia, 1979, as amended, entitled "Ethics in Public Contracting," and further that all amounts received by Contractor, pursuant to this Agreement are proper and in accordance therewith.

NONDISCRIMINATION

In the performance of this Agreement, Contractor agrees that it will adhere to the nondiscrimination requirements set forth in §33.1-53 of the Code of the City of Norfolk, Virginia, 1979, as amended.

DRUG FREE WORKPLACE

During the performance of this Agreement, the Contractor agrees to (i) provide a drug-free workplace for the Contractor's employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the Contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the Contractor that the Contractor maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

For the purposes of this section, "drug-free workplace" means a site for the performance of work done in connection with a specific contract awarded to a contractor by the City, the employees of which Contractor are prohibited from engaging in the unlawful manufacture, sale, distribution, dispensation, possession or use of any controlled substance or marijuana during the performance of the contract. As a condition of continued service on the contract, any Contractor personnel assigned to this project may be required to submit to an alcohol/drug test at any time.

COMPLIANCE WITH FEDERAL IMMIGRATION LAW

The Contractor shall certify that, at all times during which any term of an agreement resulting from this solicitation is in effect, it does not and shall not knowingly employ any unauthorized alien. For purposes of this section, an "unauthorized alien" shall mean any alien who is neither lawfully admitted for permanent residence in the United States nor authorized to be employed by either Title 8, section 1324a of the United States Code or the U.S. Attorney General.

AUTHORIZATION TO TRANSACT BUSINESS IN THE COMMONWEALTH

Contractor hereby represents that it is organized as a stock or nonstock corporation, limited liability company, business trust, or limited partnership or registered as a registered limited liability partnership and is authorized to transact business in the Commonwealth as a domestic or foreign business entity if so required by Title 13.1 or Title 50 or as otherwise required by law.

Remaining page intentionally left blank.

SECTION IV: PROPOSAL SUBMITTAL REQUIREMENTS

A. General:

Proposals must be submitted as one (1) hard copy containing an original longhand signature on the Proposal Cover Page, and one (1) electronic CD copy or flash drive. Copies shall not deviate in any way from the original. The Cover Page must be signed by a person authorized to legally bind the offeror.

B. Proposal Submission:

Proposals shall be submitted by hand or delivered in a sealed envelope no later than the time and date deadline specified in this RFP to:

City of Norfolk, Virginia
Office of the Purchasing Agent
810 Union Street, Suite 303
Norfolk, Virginia 23510
RFP 6935-R-2019/KJO – Development and Implementation of a Human Services Transformation Program for the St. Paul’s Area of City of Norfolk, Virginia

The exterior of the envelope or package shall indicate the name of the offeror, the scheduled proposal submission date and time, and the number of the RFP. The time and date of receipt shall be indicated on the envelope or package by the Office of the Purchasing Agent.

Timely submission of the proposal is solely the responsibility of the offeror. Proposals received after the specified date and time will be not be accepted

C. Proposal Standards:

Proposal shall meet standards of professional writing established for the type of report or written material provided, shall be thoroughly researched for accuracy of content, shall be grammatically correct and not contain spelling errors and shall be submitted in a format outlined herein. Whenever possible, proposals submitted in response to this RFP shall comply with the following guidelines:

- All copies shall be double-sided. Unnecessary attachments or documents not specifically asked for should not be submitted, and superfluous use of paper (e.g. separate title sheets or chapter dividers) should be avoided; and
- Proposals shall address the below areas, not exceeding the stated page limitations (if any). The proposal shall be limited to a page size of 8 ½” x 11”, single space and type size shall not be less than 10-point font for each response item. Note: for page-counting purposes, a page equals a one-sided sheet. If a page limit is not noted within the section below there is no page limit.

D. Unnecessarily Elaborate Responses:

Unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective response to this RFP are not desired and may be construed as an indication of the respondent's lack of cost consciousness. Elaborate or expensive art work, paper, bindings, and visual and other presentations are neither necessary nor desired by the City.

E. Partial Proposals, Joint Proposals and Subcontracting

Preference will be given to proposals that adequately address all activities outlined in the Scope of Services. Therefore, joint ventures or subcontracting will be considered. In the event that a joint venture cannot be established prior to the submission due date, Offerors may respond to any of the four main tasks outlined in the Scope of Services (ie. Family Coaching, Mobility Services and Transformative Human Service Programs) and the City will consider partnering the most responsive organizations and provide overall management of the program in-house. For example, a proposal might only cover Mobility Services and another proposal might only cover Family Coaching, in which case the City might choose to combine these two proposals with one that covers Transformative Human Service Programming to create a comprehensive team to implement People First. The City reserves the right to pair teams based on its evaluation of proposals and/or to select an Offeror for provision of only part of the services for which the Offeror submitted a proposal.

If subcontractors are to be used, list each subcontractor and identify responsibilities, tasks, schedule, and costs, resumes of key personnel, and contractual relations. All subcontractors added after contract award must be approved by the City prior to utilization of the subcontractor. The Contractor is fully responsible for the conduct and performance of any subcontractor.

F. Format of Proposals:

Proposals are limited to 30 pages, inclusive of all submission requirements and narrative. Offerors may include additional information in the Appendix beyond the 30 pages submission.

Offeror shall respond to this RFP with a written proposal in the format outlined below. The proposal shall include, at a minimum, the following sections, each under separate tabs. Numbered tabs and dividers are required for each of the sections listed and, in the order, below:

Additional instructions are included in Section II of this RFP.

- I. RFP Cover Page
- II. Understanding of the Scope of Work
- III. Capabilities and Experience
- IV. Staffing
- V. Technical Approach and Preliminary Work Plan
- VI. Project Budget
- VII. Contracting/Employment Opportunity Plan
- VIII. Exceptions to the City’s contractual terms and conditions
- IX. Attachments A, B, C, D, E, F, and G completed, signed or initialed as necessary
- X. Appendix

Information required in each section.

I. RFP Cover Page:

Offerors shall complete and sign the cover page of this RFP and submit with proposal.

II. Understanding of Scope of Work:

Describe your understanding of the scope of work and describe any foreseen implementation challenges and issues. Indicate your strategies for encouraging participation in the program and for working with special populations in low-income

communities, such as the elderly, disabled, families with children, those with special housing needs or households with felony convictions.

III. Capabilities/Experience

Provide a description of your organization's past experience that is most relevant to this scope of work. Include the following information:

- Provide specific examples from past or current projects in similar scope. The examples should outline specific programs, Offeror's responsibilities in the project and detail the outcomes achieved. These outcomes can include metrics related to, but not limited to, housing, employment, education, health etc. Provide strong evidence and data that demonstrates that the activities and/or specific interventions undertaken by the Offeror led to measurable outcomes over a period of at least 3 years.
- Discuss how your organization trains its staff for the tasks and what continuing education programs it uses to ensure the highest standards of service.
- Discuss your organization's philosophy and conceptual approach to providing family coaching services.
- Detail experience collecting, using and analyzing data for planning, evaluation and ongoing improvement of supportive services.
- Describe your organization's experience working as a partner in community collaborative efforts and multidisciplinary teams.
- Summarize challenges encountered in similar projects and how they were overcome.
- Provide three (3) references from clients where the Offeror has provided or is providing services of a similar size and nature to this project within the last 10 years. Include the company name, contact name, phone number and email address, annual project budget and a description of the services provided.

IV. Staffing

- Include a description of all key personnel and related experiences (preferably public housing) that will work on this project, along with the proposed staffing ratio. Include resumes of all proposed staff.
- Demonstrate a gained knowledge of local service providers, community services/resources and strategies to integrate work plans with these resources (no cross MOU's required pre-award).
- Provide rationale and details for proposed client to case manager ratio.
- Provide a detailed organization chart showing administrative accountability and communications flow from top management level through provider level.
- Provide specific, detailed information on how the team will work together and how work assignments will be made. Detail the correlation of team members to the tasks each will be performing.

V. Technical Approach and Preliminary Work Plan (refer to Section I of the solicitation)

- Provide a detailed description of your organization's technical approach for completing the scope of work, including any alternative suggestions for implementation. Joint ventures should clearly identify in the work plan the roles and responsibilities of each party to the joint venture.
- Describe philosophy related to meeting residents where they are at in terms of their work through individual and family goals and overall readiness for change. Responses should include how they know their interventions are impactful.

- Include a detailed description of all tasks and activities, significant milestones and anticipated deliverables. Submit evidence of having the capacity for providing services, including, but not limited to answering the following:
 - Description of customer service standards
 - Demonstrated understanding of the target population, including strategies to address the barriers, resistance and fear of relocating to a new neighborhood
 - Detailed description of services, including strategies to customize services to help participants with individual needs
 - Other innovative program components proposed by the Contractor that could be utilized to enhance the People First program.
- *Family Counseling:* Detail how residents' needs for services are identified and individual service plans are developed; discuss the services to be provided on-site and what referrals are typically made to other off-site resources, as well as your expectations for accessing such off-site resources. Provide your theory of change and preliminary work plan for the sample cases provided in this RFP.
- *Mobility Services:* Describe Offeror's plan to identify rental housing available in the regional housing market that will accept vouchers and work to expand the pool of rental housing accepting vouchers in areas of opportunity; provide samples and case-studies of individualized plans from other successful projects; outline Offeror's prior experience of working with landlords which ensured residents' successful transition and stabilization; propose strategies that reduce relocation risks such as eviction, homelessness, and housing uncertainty.
- *Transformative Human Service Programs:* Provide a detailed plan of how transformative human services related to, but not limited to, the following life outcomes will be delivered, tracked, and evaluated – household income, relocation-based risk-reduction, lifecycle outcomes, education and healthcare. Include experience and evidence of your organization's ability to achieve these transformative outcomes in past projects. Show evidence of working knowledge, previous success and familiarity with how to access a wide range of human development services (serving primarily low-income, minority populations, the elderly/disabled, special needs population) and the ability to establish a system for successfully referring residents to these services, including, but not limited to: budgeting, homeownership counseling, credit counseling, employment training and placement, childcare, youth activities, clinical case management, substance abuse counseling, health and mental health counseling and early intervention and parent support.
- If the Offeror is responding only to one or two of the services areas, the Offeror shall describe in detail mechanisms which will ensure their successful collaboration with other service providers.
- *Case Management, Transformative Human Service Programs, and Relocation Best Practices:* Explain the processes associated with family coaching and service delivery for the following sample cases. Include detailed steps and rationale associated with intake, processing, needs assessment, wraparound service facilitation, performance measurement and evaluation, and reporting. Explain how you will establish a baseline for each of the residents and how you will set goals with them. Support these claims and methods with existing evidence-based research and/or prior project experience.

- *Case 1: Young Family*
Jane Dobson is a 25-year-old single mother of two children: a 9-year-old son Daryl and 4-year-old daughter Cheryl. Jane holds a job at a local dentist's office, 35 hours per week, and earns \$7.25 per hour. Jane does not own a car and takes public transit to her job. Ms. Dobson has a GED but hopes she can upgrade her job-skills through some training in the medical profession. She also hopes that Daryl can go to college someday, but he is struggling at school. Additionally, she struggles with finding childcare for her children and relies on a neighbor to take care of them. Ms. Dobson hopes to use an HCV to find a two-bedroom apartment but is worried about her job, children's education, and childcare. She is also concerned about her eligibility due to potential lease-compliance issues, such as rent payment issues.
- *Case 2: Senior Individual*
Wilma Milton is a 62-year-old retiree. She currently lives alone in her one-bedroom unit and relies on her social security check as her primary source of income which supplements with SNAP. She has lived in public housing for over 25 years and is nervous about moving since she is concerned about housing stability. Ms. Milton is also concerned about aging and the associated health and wellness concerns. She is in generally good health but is a diabetic.
- *Case 3: Large Household*
Tanya Haywood, a 45-years-old resident, lives and her four children: John-4, Sheela-9, Cindy-11 and Mary-14. Mary has been diagnosed with a mental illness and is not currently receiving mental health services from a mental health agency. Tanya is employed in the service industry and makes a total of around \$12,000 a year. They also receive SSI benefits to the tune of \$8000 a year and some SNAP benefits. Tanya is a high school graduate and desires to move out of the service industry. While her relocation concerns are mostly related to the school enrollment of her children, she is also concerned about her boyfriend, David Blaine, 54, who lives with her, but is not on the lease. David has a felony conviction but is trying to turn his life around. Tanya is concerned that her relocation may mean homelessness for him.

VI. Project Budget

- Provide a detailed annual budget with fully loaded hourly rates for each job position/title and describe any other direct costs not included in hourly rates. Travel costs should be separately estimated and listed.
- Provide a detailed fee proposal by task, based on the Preliminary Work Plan detailed above.
- Provide a budget for operation of the program for the twelve-month period following the commencement of service delivery as well as for the second year. The first-year budget must clearly identify one-time start-up costs and ongoing costs.
- Include any funding sources proposed to be accessed, other than the service contract with the City. Offeror shall highlight in the budget fixed and variable costs as related to the four key areas of the scope: Administration, Case management, Mobility Services, and Transformative Human Service Programs. This pricing must be justified using detailed tables and charts.
- Provide a proposal for monthly billing based on a performance-based compensation structure for at least part of the services provided (i.e., per household, per successful

relocation to neighborhood of opportunity, per outcomes achieved, etc.). The total compensation from the City for all services resulting from this RFP cannot exceed \$3 million annually.

- Segregate in the budget obligations of the various funding sources. Describe any foreseen budgetary variables in years 3-5 of the contract.

VII. Contracting/Employment Opportunity Plan

- Detail the Section 3, MBE, WBE contracting/employment opportunity plan, noting potential jobs and subcontracting opportunities that will be made available by Offeror for the services to be provided.
- Offeror shall indicate any past or current successes and/or proposed activities relating to engaging Section 3 and Minority Business Enterprises (MBE)/Women's Business Enterprises (WBE) in performing these services.
 - The plan shall include current and former residents of Norfolk public housing, persons with a lived experience of poverty and public or housing choice voucher housing and integration of persons within NRHA employment who have positions that will be impacted by the demolition of neighborhoods.
- Preference will be given to Offerors who include MBEs and WBEs as a part of their team.

VIII. Exceptions to the City's Contractual Terms and Conditions:

Identify any exceptions to the RFP or City's Contractual Terms and Conditions, including any proposed revision(s), and an explanation of why any such revision is needed. NOTE: a review of exceptions to the City's Contractual Terms and Conditions will not be performed during the evaluation of written proposal and is therefore not part of the evaluation criteria for review of written proposals.

IX. Attachments:

Attachments A through G, completed, signed or initialed as required.

X. Appendix:

Other documents that may assist the City in evaluating your proposal.

SECTION V: ATTACHMENTS

ATTACHMENT A: ANTI-COLLUSION STATEMENT

TO ALL OFFERORS: EXECUTE AND RETURN WITH PROPOSAL DOCUMENTS.

In the preparation and submission of this proposal, on behalf of _____(name of offeror), we did not either directly or indirectly enter into any combination or arrangement with any person, firm or corporation, or enter into any agreement, participate in any collusion, or otherwise take any action in the restraint of free competition in violation of the Sherman Anti-Trust Act, 15 USCS § 1 *et seq.*, or the Conspiracy to Rig Bids to Government statutes, Virginia Code §§ 59.1-68.6 through 59.1-68.8.

The undersigned offeror hereby certifies that this agreement, or any claims resulting there from, is not the result of, or affected by, any act of collusion with, or any act of, another person or persons, firm or corporation engaged in the same line of business or commerce; and, that no person acting for, or employed by, the City of Norfolk has an interest in, or is concerned with, this proposal; and, that no person or persons, firm or corporation, other than the undersigned, have or are interested in this proposal.

Signature: _____

Name: _____

Title: _____

Date: _____

Remaining page intentionally left blank.

ATTACHMENT B: ETHICS IN PUBLIC CONTRACTING

Sec. 33.1-86. - Purpose.

The provisions of this chapter supplement, but do not supersede, other provisions of law including but not limited to, the State and Local Government Conflict of Interests Act (Virginia Code, § 2.1-639.1 et seq.), the Virginia Governmental Frauds Act (Virginia Code, § 18.2-498.1 et seq.), and Articles 2 (Virginia Code, § 18.2-438 et seq.) and 3 (Virginia Code, § 18.2-446 et seq.) of Chapter 10 of Title 18.2 (related to bribery). The provisions of this article apply notwithstanding the fact that the conduct described may not constitute a violation of the State and Local Government Conflict of Interests Act.

(Ord. No. 33,095, § 1, 9-11-84; Ord. No. 34,573, § 2, 6-30-87)

Sec. 33.1-87. - Proscribed participation by public employees in procurement transactions.

Except as may be specifically allowed by provisions of the State and Local Government Conflict of Interests Act (Virginia Code, section 2.1-639.1 et seq.), no public employee having official responsibility for a procurement transaction shall participate in that transaction on behalf of the public body when the employee knows that:

1. The employee is contemporaneously employed by a bidder, offeror or contractor involved in the procurement transaction; or
2. The employee, the employee's partners, or any member of the employee's immediate family holds a position with a bidder, offeror or contractor such as an officer, director, trustee, partner or the like, or is employed in a capacity involving personal and substantial participation in the procurement transaction, or owns or controls an interest of more than five (5) percent; or
3. The employee, the employee's partner, or any member of the employee's immediate family has a pecuniary interest arising from the procurement transaction; or
4. The employee, the employee's partner, or any member of the employee's immediate family is negotiating, or has an arrangement concerning, prospective employment with a bidder, offeror or contractor.

(Ord. No. 33,095, § 1, 9-11-84; Ord. No. 34,573, § 3, 6-30-87)

Sec. 33.1-88. - Solicitation or acceptance of gifts.

No public employee having official responsibility for a procurement transaction shall solicit, demand, accept, or agree to accept from a bidder, offeror, contractor or subcontractor any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal or minimal value, present or promised, unless consideration of substantially equal or greater value is exchanged. The city may recover the value of anything conveyed in violation of this section.

(Ord. No. 33,095, § 1, 9-11-84)

Sec. 33.1-89. - Disclosure of subsequent employment.

No public employee or former public employee having official responsibility for procurement transactions shall accept employment with any bidder, offeror or contractor with whom the employee or former employee dealt in an official capacity concerning procurement transactions for a period of one year from the cessation of employment by the city unless the employee, or former employee, provides written notification to the city manager prior to commencement of employment by that bidder, offeror or contractor.

(Ord. No. 33,095, § 1, 9-11-84)

Sec. 33.1-90. - Gifts by bidders, offerors, contractors or subcontractors.

No bidder, offeror, contractor or subcontractor shall confer upon any public employee having official responsibility for a procurement transaction any payment, loan, subscription, advance, deposit of money,

services or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value is exchanged.

(Ord. No. 33,095, § 1, 9-11-84)

Sec. 33.1-91. - Kickbacks.

1. No contractor or subcontractor shall demand or receive from any of his suppliers or his subcontractors, as an inducement for the award of a subcontract or order, any payment, loan, subscription, advance, deposit of money, services or anything, present or promised, unless consideration of substantially equal or greater value is exchanged.
2. No subcontractor or supplier shall make, or offer to make, kickbacks as described in this section.
3. No person shall demand or receive any payment, loan, subscription, advance, deposit of money, services or anything of value in return for an agreement not to compete on a public contract.
4. If a subcontractor or supplier makes a kickback or other prohibited payment as described in this section, the amount thereof shall be conclusively presumed to have been included in the price of the subcontract or order and ultimately borne by the city and will be recoverable from both the maker and recipient. Recovery from one offending party shall not preclude recovery from other offending parties.

(Ord. No. 33,095, § 1, 9-11-84)

Sec. 33.1-92. - Purchase of building materials, supplies or equipment from architect or engineer prohibited.

Except in cases of emergency, no building materials, supplies or equipment for any building or structure constructed by or for the city shall be sold by or purchased from any person employed as an independent contractor by the city to furnish architectural or engineering services, but not construction, for such building or structure, or from any partnership, association, or corporation in which such architect or engineer has a pecuniary interest.

(Ord. No. 33,095, § 1, 9-11-84)

Sec. 33.1-92.1. - Participation in bid preparation; limitation on submitting bid for same procurement.

No person who, for compensation, prepares an invitation to bid or request for proposals for or on behalf of the city shall:

- i. Submit a bid or proposal for that procurement or any portion thereof; or
- ii. Disclose to any bidder or offeror information concerning the procurement that is not available to the public. However, the city may permit such person to submit a bid or proposal for that procurement or any portion thereof if the city determines that the exclusion of the person would limit the number of potential qualified bidders or offerors in a manner contrary to the best interests of the city.

(Ord. No. 43,223, § 2, 9-9-08)

Sec. 33.1-92.2. - Certification of compliance required; penalty for false statements

1. The city may require public employees having official responsibility for procurement transactions in which they participated to annually submit for such transactions a written certification that they complied with the provisions of this article.
2. Any public employee required to submit a certification as provided in subsection (1) who knowingly makes a false statement in the certification shall be punished as provided in section 33.1-95.

(Ord. No. 43,223, § 2, 9-9-08)

Sec. 33.1-92.3. - Misrepresentations prohibited.

No public employee having official responsibility for a procurement transaction shall knowingly falsify, conceal, or misrepresent a material fact; knowingly make any false, fictitious or fraudulent statements or

representations; or make or use any false writing or document knowing it to contain any false, fictitious or fraudulent statement or entry.
(Ord. No. 43,223, § 2, 9-9-08)

Sec. 33.1-93. - Penalty for violation.

Willful violation of any provision of this article shall constitute a Class 1 misdemeanor. Upon conviction, any public employee, in addition to any other fine or penalty provided by law, shall forfeit his employment.
(Ord. No. 33,095, § 1, 9-11-84)

State Law reference— Similar provisions, Code of Virginia, § 11-80.

Sec. 33.1-94—33.1-100. - Reserved.

Initial: _____

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ATTACHMENT C: NON-DISCRIMINATION

Sec. 33.1-53. - Employment discrimination by contractor prohibited.

Every contract over one thousand dollars (\$1,000.00) shall include or incorporate by reference the following provisions:

1. During the performance of this contract, the contractor agrees as follows:
 - a. The contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, disability or national origin, except where religion, sex, sexual orientation, gender identity, national origin, age, disability, genetic information, marital status, political affiliation, whistleblower activity, parental status, military service or any other characteristic protected by federal or state law. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this non-discrimination clause.
 - b. The contractor, in all solicitations or advertisements for employees placed by or on behalf of the contractor, will state that such contractor is an equal opportunity employer.
 - c. Notices, advertisements, and solicitations placed in accordance with federal law, rule, or regulation shall be deemed sufficient for the purpose of meeting the requirements of this section.
2. The contractor will include the provisions of the foregoing paragraphs a, b, and c in every subcontractor or purchase order of over ten thousand dollars (\$10,000.00), so that the provisions will be binding upon each subcontractor or vendor.

(Ord. No. 33,095, § 1, 9-11-84; Ord. No. 39,912, § 1, 4-11-2000)

Initial: _____

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ATTACHMENT D: DEBARMENT CERTIFICATION

Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters

I. CERTIFICATION.

The offeror certifies, to the best of its knowledge and belief, that—

(i) The offeror and/or any of its Principals—

(A) Are ___ are not ___ presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any federal, state or local agency;

(B) Have ___ have not __, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) contract or subcontract; violation of federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

(C) Are ___ are not ___ presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph (a)(1)(i)(B) of this provision.

(ii) The offeror has ___ not __, within a three-year period preceding this offer, had one or more contracts terminated for default by any federal, state or local agency.

“Principals,” for the purposes of this certification, means officers; directors; City’s; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).

II. INSTRUCTIONS.

a. The offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

b. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the offeror’s responsibility. Failure of the offeror to furnish a certification or provide such additional information as requested by the appropriate City purchasing official may render the offeror non-responsible.

c. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

d. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the offeror/ PPEs knowingly rendered an erroneous certification, in addition to other remedies available to the City, the

appropriate City purchasing official may terminate the contract resulting from this solicitation for default.

III. NOTICE.

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

Signature: _____

Name: _____

Title: _____

Date: _____

ATTACHMENT E: COMPLIANCE WITH FEDERAL IMMIGRATION LAW

I. CERTIFICATION.

The offeror certifies, to the best of its knowledge and belief, that -

The offeror or any of its Principals at all times during which any term of the contract is in effect, (Please fill in with your enterprise’s complete name) _____ does not and shall not knowingly employ any unauthorized alien. For purposes of this section, an “unauthorized alien” shall mean any alien who is neither lawfully admitted for permanent residence in the United States nor authorized to be employed by either Title 8, section 1324a of the United States Code or the U.S. Attorney General.

II. INSTRUCTIONS.

a. The offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

b. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the offeror’s responsibility. Failure of the offeror to furnish a certification or provide such additional information as requested by the appropriate City purchasing official may render the offeror non-responsible.

c. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

d. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the offeror knowingly rendered an erroneous certification, in addition to other remedies available to the City, the appropriate City purchasing official may terminate the contract resulting from this solicitation for default.

3. NOTICE.

This certification concerns a matter within the jurisdiction of an agency of the United States and the making of a false, fictitious, or fraudulent certification may render the maker subject to prosecution under section 1001, Title 18, United States Code.

Signature: _____

Name: _____

Title: _____

Date: _____

**ATTACHMENT F: COMPLIANCE WITH STATE LAW – AUTHORIZATION TO TRANSACT BUSINESS
IN THE COMMONWEALTH OF VIRGINIA**

I. CERTIFICATION:

A. The offeror (Please fill in with your enterprise’s complete name)
_____ certifies that it is organized or authorized to transact
business in the Commonwealth pursuant to Title 13.1 or Title 50.

The identification number issued to offeror by the State Corporation Commission:

B. Offeror that is not required to be authorized to transact business in the Commonwealth as a
foreign business entity under Title 13.1 or Title 50 or as otherwise required by law shall
describe why it is not required to be so authorized:

II. INSTRUCTIONS.

- a. The offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
- b. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the offeror’s responsibility. Failure of the offeror to furnish a certification or provide such additional information as requested by the appropriate City purchasing official may render the offeror non-responsible.
- c. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
- d. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the offeror knowingly rendered an erroneous certification, in addition to other remedies available to the City, the appropriate City purchasing official may terminate the contract resulting from this solicitation for default.

Signature: _____

Name: _____

Title: _____

Date: _____

ATTACHMENT G: EQUAL OPPORTUNITY BUSINESS STATUS

I. CERTIFICATION

Business Classification: Is your company a minority or woman owned business?

Yes / No

If yes, please check the appropriate category:

<input type="checkbox"/>	African American (male)	<input type="checkbox"/>	African American (female)
<input type="checkbox"/>	Hispanic (male)	<input type="checkbox"/>	Hispanic (female)
<input type="checkbox"/>	Asian American (male)	<input type="checkbox"/>	Asian American (male)
<input type="checkbox"/>	American Indian (male)	<input type="checkbox"/>	American Indian (female)
<input type="checkbox"/>	Eskimo (male)	<input type="checkbox"/>	Eskimo (female)
<input type="checkbox"/>	Aleut (male)	<input type="checkbox"/>	Aleut (female)
<input type="checkbox"/>	Other (male)	<input type="checkbox"/>	Caucasian (female)
		<input type="checkbox"/>	Other (female)

Subcontracting Opportunities for Small, Women Owned, Minority Business Enterprises and Disabled Veterans. All prime contractors should furnish the following information regarding participation of small, women owned, minority business enterprises and disabled veterans:

1. Proposed Name of your Subcontractor(s) _____

a. Proposed Minority Category of Subcontractor(s) - please check appropriate category(ies):

<input type="checkbox"/>	African American (male)	<input type="checkbox"/>	African American (female)
<input type="checkbox"/>	Hispanic (male)	<input type="checkbox"/>	Hispanic (female)
<input type="checkbox"/>	Asian American (male)	<input type="checkbox"/>	Asian American (male)
<input type="checkbox"/>	American Indian (male)	<input type="checkbox"/>	American Indian (female)
<input type="checkbox"/>	Eskimo (male)	<input type="checkbox"/>	Eskimo (female)
<input type="checkbox"/>	Aleut (male)	<input type="checkbox"/>	Aleut (female)
<input type="checkbox"/>	Other (male)	<input type="checkbox"/>	Caucasian (female)
		<input type="checkbox"/>	Other (female)

b. Proposed number of subcontracts: _____ (Please fill in)

c. Proposed Description of commodity (e.g., masonry, hauling, insulation)

d. Proposed Description of Project: _____

e. Proposed Total value of awards to all subcontractors: _____

f. Proposed Total Number of minority subcontracts awarded: _____

If you do not propose the use of any subcontractors, please check here _____

II. INSTRUCTIONS

The City encourages small businesses and businesses owned by women and minorities and disabled veteran to compete and encourages non-minority firms to provide for the participation of small businesses and businesses owned by women and minorities through subcontracting, partnerships, joint ventures, and other contractual opportunities. All contractors are requested to provide information in its proposal response indicating the planned use of such businesses in fulfilling any resulting contract.

ATTACHMENT H: ST. PAUL'S AREA MAP



St. Paul's Redevelopment Area



LEGEND

- St. Paul's Redevelopment Area
- Calvert Square (310 Units)
- Young Terrace (746 Units)
- Tidewater Gardens (618 Units)

0 500 1,000
Feet

ATTACHMENT I: BACKGROUND INFORMATION ON NRHA STAFFING AND PROGRAMS

Low Income Public Housing (LIPH) Services Capacity Chart NOTE: Systemwide capacity (not just for St. Paul's communities)				
PROGRAM	TITLE	SERVICE	QUANTITY	COMMENTS
LIPH SERVICES	Resident Services Specialist	Crisis Intervention, Basic Case Management	3.0 FTE	*Resident Services Specialist are located in each LIPH community. Work to address crisis and immediate needs of LIPH residents.
ELDERLY AND DISABILITY PROGRAMS	Elderly and Disability Program Specialist	Engagement and Basic Case Management	2.0 FTE	
FAMILY SELF SUFFICIENCY PROGRAM	Family Self-Sufficiency Specialist	Case Management, Housing Stability Services	5.0 FTE	*5 year program *Grant funded by HUD, contingent on the number of enrolled and number of LIPH and HCV
JOBS PLUS (YOUNG TERRACE ONLY)	Employment Specialist Community Coaches	Outreach, Employment related case management services, job placement	8.0 FTE	*Full Jobs Plus team includes 3.0FTE Employment Specialist, 3.0PTE Community Coaches (6 month contracts), and 2.0FTE Managers *Program is a 4year HUD funded program, currently within its 2 nd year of operation.
ROSS WORKFORCE DEVELOPMENT	Employment Specialist	Outreach, Employment related case management services, job placement	2.0 FTE	*Program is a 3year HUD funded program, currently operating year is 2017-2020.
LIPH RELOCATION SERVICES	Senior Relocation Specialist	Relocation and Housing Stability	2.0 FTE	