



REQUEST FOR QUALIFICATIONS (RFQ)
FOR
REGIONAL HOUSING STRATEGY FOR THE CAPITOL REGION

Issue Date: July 31, 2024

Deadline for Questions: August 19, 2024 (9:00 A.M. ET)

Response Date / Time: September 13, 2024 (3:00 P.M. ET)

Response Location: Electronic only to hsamokar@crcog.org

No physical submissions (e.g., USB drive, paper hardcopies, etc.) will be accepted.

Regional Housing Strategy for the Capitol Region: Request for Qualifications

1. INTRODUCTION AND INTENT

The Capitol Region Council of Governments (CRCOG) of Hartford, Connecticut is seeking a qualified and experienced firm or team, hereafter referred to as “Consultant,” to assist in developing a Regional Housing Strategy for the Capitol Region. It is CRCOG’s intent to award a time and materials based contract for an 18-to-24-month term with an estimated starting time frame of late October or November 2024. We anticipate the Regional Housing Strategy to consist of a number of phases over three to five years, with this Request for Qualifications (RFQ) covering the initial phase.

2. BACKGROUND AND OVERVIEW

The CRCOG is a voluntary Council of Governments formed to initiate and implement regional programs of benefit to the towns and the region. It is guided by the chief elected officials of our 38 Metro Hartford municipalities.

CRCOG leads as a catalyst to enhance the quality of life, vibrancy, and vitality of the Greater Hartford region. CRCOG provides planning, programs, and services to its member municipalities and is the region’s designated Metropolitan Planning Organization (MPO). CRCOG is a strong advocate for the region and regional solutions. The mayors, first selectmen, and town council chairs who make up our governing Policy Board recognize that the future of our individual members is tied to the future of our region. Our members have collaborated for more than 50 years on a wide range of projects to benefit our towns individually and the region. Additional information about CRCOG can be found on the CRCOG website: <https://www.crcog.org>.

CRCOG is seeking assistance with the development of a Regional Housing Strategy, which, among other tasks, will provide tools to assist municipalities with implementation of their local Affordable Housing Plans, provide training tools and resources, and explore regional roles in creating housing. The strategy will build upon housing goals and strategies contained in the draft [CRCOG 2024 Plan of Conservation and Development](#) and local Affordable Housing Plans prepared by CRCOG member municipalities. CRCOG is **not** seeking a new “plan” comprised of goals and strategies (though we recognize new strategies may emerge during this process). Rather, the Regional Housing Strategy will produce a series of products and tools that can be used by CRCOG and its member communities as they tackle housing challenges in order to tangibly increase housing options in the region.

Responses should include recommendations on how to best phase this project and additional tasks not included in our draft Scope of Services that will help CRCOG deploy a successful Regional Strategy.

3. SCOPE OF SERVICES

See Attachment A, below.

4. MINIMUM QUALIFICATIONS

The following minimum qualifications must be present for a firm to be considered for award of a contract under this RFQ:

- All required licensures, registrations, and certifications to do business in the State of Connecticut, as applicable.

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- Experience working with public entities to provide consulting services related to planning for affordable housing and housing production.
- Project managers assigned to the contract must have at least ten years of relevant experience.
- Demonstrated ability to convey complex information in a visually compelling manner and distill into digestible talking points.

5. PREPARING A RESPONSE

A. General

By submitting a response, respondents represent that they have thoroughly examined and become familiar with the scope of services outlined in this RFQ and are capable of performing the work to achieve the objectives.

Responses submitted in response to the RFQ will be publicly available once a contract is executed or negotiations for the award of such contract have ended pursuant to Connecticut General Statutes Section 1-210(b)(24). All documents that the proposer believes to be confidential trade secrets and/or commercial or financial information and except under the above statutes should be clearly marked as such to preserve the Freedom of Information Act exemption for confidential trade secrets pursuant to Connecticut General Statutes (5)(A) and (5)(B).

CRCOG may provide reasonable accommodations, including the provision of informational material in an alternative format, for qualified prospective contractors with a disability. Prospective contractors requiring accommodation shall submit requests in writing, with supporting documentation justifying the accommodation, to CRCOG at the following address:

CRCOG
Re: Accommodation for RFQ: Regional Housing Strategy
350 Church Street, 3rd Floor
Hartford, CT 06103

Requests for accommodation must be received by the Deadline for Questions as listed on the cover page. CRCOG reserves the right to grant or reject any request for accommodation.

B. Statement of Qualifications

Submittals shall include the following:

- **Letter of Interest:** Include the name, title, phone number, and e-mail address of the desired contact person during the RFQ process.
- **Introduction:** Provide a description of your firm/team experience in the industry, number of years providing services similar to those outlined herein, primary client type(s), and a summary of the services offered. Include company name(s) and address(es) as well as an organizational chart showing the project manager, task leaders, and other key personnel. Include any roles of sub-consultant team members and describe the level of previous working relationship between the firms. Resumés of key personnel should be included.

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- **Project Understanding / Approach:** Describe in detail your understanding of the required scope of services, your firm's ability to provide the full spectrum of outlined needs, and relevant experience in fulfilling those needs. Describe in detail your approach to providing the desired services and highlight any relevant special services your firm provides that could be beneficial, particularly those that may not be offered by other firms. Identify and discuss potential additional tasks that may also be needed. Alternative approaches to providing the deliverables outlined on the Scope of Services are welcome. A proposed project timeline should also be included. As part of your response, please specifically address:
 - Expertise and experience with key topics addressed in the Scope of Services.
 - What makes your firm uniquely qualified to provide the services described in this RFQ.
 - Specific examples of how your firm has successfully customized similar solutions to serve the unique needs of municipalities or similar public agencies; examples of tangible results, if applicable.
- **Relevant Experience and References:** Provide a list of relevant assignments or work products for other clients completed within the past five (5) years. Provide at least three (3) clients and their contact information. Please include a description of each assignment, name of primary client contact, and their contact information including e-mail address and telephone number. Indicate your firm's role in each effort, project budget, and the date of completion of services.

C. Insurance

All respondents are required to submit, with their responses, a copy of the cover sheet from their insurance policy(ies) (or an equivalent piece of documentation) which demonstrates the firm's current coverages and limits for General Liability, Automobile Liability, Professional Liability and Worker's Compensation Insurance as appropriate for the project work required herein. See detailed insurance requirements in 8.G. below.

D. Additional Required Data

The vendor should also submit the following:

- A statement accepting of all terms, conditions and requirements contained in the RFQ. If you do not accept all terms, conditions and requirements, please submit a separate document that details an explanation.
- Non-Collusion Certification: The company should certify that this RFQ is being submitted without any collusion, communication or agreement as to any matter related to the RFQ with any other respondent or competitor.

6. QUESTIONS AND ADDENDA

Any questions should be directed in writing via email to Heidi Samokar (hsamokar@crcog.org). No questions will be accepted after 9:00 a.m. on the date indicated on the cover sheet. The clock used will be the timestamp as received by Microsoft 365. CRCOG will post its response to questions and clarifications by the end of the workday on August 26, 2024 on the CRCOG website <https://crcog.org/rfp-rfq/>. **It is the respondent's responsibility to check the website for any addenda.**

Prospective contractors shall not attempt to communicate with, in writing, electronically or orally, any CRCOG official or employee other than the method listed in this section, above. Prospective contractors

shall not contact any other CRCOG officials in an attempt to gather information regarding this RFQ, or in an attempt to influence CRCOG's consideration of its response. All inappropriate communications with CRCOG employees or officials will be forwarded to the response evaluation team. Inappropriate communications by a prospective contractor may, at the discretion of the evaluation team, constitute grounds for disqualification of that prospective contractor's response. Alternatively, the evaluation team may, at its discretion, consider such inappropriate communications when evaluating and scoring responses.

7. RFQ GENERAL TERMS AND CONDITIONS

A. Acceptance or Rejection by the Capitol Region Council of Governments

The CRCOG reserves the right to accept and or reject any or all responses submitted for consideration or to negotiate separately in any manner necessary to serve the best interests of the CRCOG and its members. Respondents whose responses are not accepted shall be notified in writing.

B. Ownership of Responses

All responses submitted in response to this RFQ are to be the sole property of CRCOG and shall be subject to the provisions of Section 1-210 of the Connecticut General Statutes (re: Freedom of Information).

C. Changes to Responses

No additions or changes to the original response will be allowed after submittal.

D. Contract Requirements

A formal contractual arrangement will be entered into with the consultant, selected as per the CRCOG standard form of agreement. The contents of the response submitted by the successful respondent and the RFQ will become part of any contract award.

E. Amending or Canceling Request

CRCOG reserves the right to amend or cancel this RFQ, prior to the due date and time, if it is deemed to be in its best interest to do so.

F. Waiver of Informalities

CRCOG reserves the right to accept or reject any and all responses to this Request for Qualifications, or any part thereof, and to waive any informalities and/or technicalities that are deemed to be in its best interest.

G. Collusion

By responding, the firm implicitly states: that his/her response has not been made in connection with any other competing firm submitting a separate response to this RFQ; is in all respects fair; and has been

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submitted without collusion or fraud. It is further implied that the firm did not participate in the RFQ development process, had no knowledge of the specific contents of the RFQ before its issuance, and that no employee of CRCOG either directly or indirectly assisted in the vendor's response preparation.

H. Assigning/ Transferring of Agreement

Any successful firm is prohibited from assigning, transferring, conveying, subletting or otherwise disposing of the resulting agreement or its rights, title, or interest therein or its power to execute such an agreement to any other person, company or corporation without prior consent and approval in writing from CRCOG.

I. Termination

CRCOG may terminate any contract(s) or any part of any contracts resulting from this process at any time for: cause, default or negligence on the part of the vendor; or if the vendor fails, in the opinion of the Agency, to meet the general terms and conditions of any resulting contract or to provide a level of service that is deemed to be in the best interest of the Agency.

J. Severability

If any terms or provisions of this Request for Qualifications shall be found to be illegal or unenforceable, then such term or provision shall be deemed stricken and the remaining portions of this document shall remain in full force and effect.

K. Affirmative Action

CRCOG is an equal opportunity employer and requires an affirmative action policy from all contractors and vendors as a condition of doing business with CRCOG, as per Federal Order 11246. By submitted a response, all vendors and contractors agree to this condition of doing business with CRCOG and should CRCOG choose to audit its compliance, the vendor agrees to cooperate fully.

L. Insurance Requirements

The Respondent shall, at its own expense and cost, obtain and keep in force during the entire transition and contract period the following insurance coverages covering the Respondent and all its agents, employees and sub-contractors and other providers of services, and shall name the Capitol Region Council of Governments and its employees and agents as an Additional Insured on a primary and non-contributory basis to the Respondent's Commercial General Liability and Automobile Liability policies. These requirements shall be clearly stated in the remarks section on the Respondent's Certificate of Insurance. In addition:

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1. All policy forms shall be on the occurrence form.
2. Acceptable evidence of coverage will be on the ACORD form or a form with the same format.
3. All renewal certificates shall be furnished at least 10 days prior to policy expiration.
4. Each certificate shall contain a 30-day notice of cancellation.
5. Insurance shall be issued by an insurance company licensed to conduct business in the State of Connecticut which has at least an "A-" policy holders rating according to Best Publications latest edition Key Rating Guide.

Required insurance coverage:

1. Professional Liability Insurance with limits up to \$2,000,000 aggregate limit issued on claims made basis for the term of the contract and continuing for two years following the completion of the contract at the Vendor's cost.
2. Comprehensive General Liability Insurance: Vendor shall, at its own cost and expense, obtain and keep in force during the Term of the Agreement general liability insurance with minimum limits of \$1 million per occurrence/ \$2 million aggregate and shall name the CRCOG and their respective officers, officials, employees, agents, boards, and commissions as Additional Insureds on a primary and non-contributory basis. There shall be no special limitations on the scope of protection afforded to the CRCOG. Vendor shall assume any and all deductibles in the described insurance policies and Vendor's insurer shall have no right of recovery or subrogation against CRCOG. These requirements shall be clearly stated in the remarks section on Vendor's Certificate of Insurance. Insurance shall be written with insurance carriers approved in the State of Connecticut and with a minimum Best's Rating of A-and all deductibles, if any, are the sole responsibility of Vendor.
3. Automobile Liability Insurance including non-owned and hired vehicles in the same limits as indicated above.
4. Workers' Compensation Insurance at the Connecticut statutory limit including Employers' Liability with limits of \$100,000 each accident, \$500,000 for each disease/policy limit, and \$100,000 for disease for each employee.
5. Excess Liability Umbrella Form over sections B, C, and D-Employers' Liability with limits up to \$4,000,000.

M. Hold Harmless and Indemnification

In addition to its obligation to provide insurance as specified above, the Vendor, its subcontractors, agents and assigns shall indemnify and hold harmless the Capitol Region Council of Governments and its member municipalities, including but not limited to, its elected officials, and its officers, from any and all claims made against the CRCOG, including but not limited to, damages, awards, costs and reasonable attorney's fees, to the extent any such claim directly and proximately results from the negligent acts, errors, or omissions in performance of services by the Vendor during the Vendor's performance of this

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Agreement or any other Agreements of the Vendor entered into by reason thereof. CRCOG agrees to give the Vendor prompt notice of any such claim and absent a conflict of interest, an opportunity to control the defense thereof.

N. RFQ Preparation

All costs of preparing a response to this RFQ belong to the respondent.

O. Ethics Policy

The conduct of any Consultant shall be subject to the CRCOG Ethics Policy, found on the CRCOG website at <https://crcog.org/wp-content/uploads/2016/04/CRCOGEthicsPolicy.pdf>.

8. RFQ EVALUATION AND SELECTION PROCESS

The following is a general description of the process by which a contractor will be selected for award of a contract to perform the services described in this RFQ:

- The RFQ is released to prospective contractors.
- All questions regarding this RFQ with CRCOG's responses to the questions will be posted as an addendum to the RFQ.
- All responses must be received by CRCOG no later than the date and time specified on the cover sheet of this RFQ. Late submittals will not be considered or reviewed.
- Following the due date and time when responses are due, CRCOG will begin its review.
- CRCOG's evaluation team expects to take the following actions to determine the merits of the responses that are submitted:
 - **Review of Responses:** Review the responses to determine whether they are responsive to the RFQ and that they were submitted by responsible companies.
 - **Evaluation of Responses:** Responses shall be evaluated by using the following criteria:

Element	Weighting
Accuracy, overall quality, and thoroughness of submission	20
Technical abilities and experience	35
Project Understanding / Approach	25
Quality of References / past record of performance	20
Minimum Requirements Met	Pass/Fail
Non-Collusion Statement Answered as True	Pass/Fail

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- **Selection:** Selection shall be made of one or more respondents deemed to be fully qualified and best suited among those submitting responses on the basis of the evaluation factors included in the RFQ.
- **Oral Presentation:** Respondents who submit a response to this RFQ may be required to give an oral presentation to CRCOG. This would provide an opportunity for the respondent to clarify or elaborate on the submitted response. Such a presentation would be a fact-finding and explanation session only and would not include negotiation. Such presentations would be conducted remotely utilizing either Zoom or MS Teams, as determined by CRCOG staff. Oral presentations are an option of CRCOG and may or may not be conducted.

9. SUBMISSION AND DEADLINE

CRCOG will accept only electronic submissions to this RFQ. Submissions should be prepared as a single PDF and be transmitted to Heidi Samokar (hsamokar@crcog.org). No physical submissions (USB drives, paper hardcopies, etc.) will be accepted.

Submissions should be marked in the email subject line with “RFQ Response: Regional Housing Strategy”.

Responses must be submitted no later than the date and time indicated on the cover sheet. The clock used will be the timestamp as received by Microsoft 365. Statements received after that time or day will not be considered. Arrangements for transmission of large files should be made in advance, using the contact information above, as technical difficulties in sending or receiving a submission shall not be a valid reason for missing the deadline.

EXHIBIT A

Regional Housing Strategy

Scope of Work

Outlined below is the preliminary scope of services, a list of tasks, and deliverables that are envisioned for this project. Based on their professional opinion, respondents are encouraged to suggest modifications to these tasks and deliverables that would facilitate a successful work program. We expect the Consultant to collaboratively work with CRCOG to further refine and modify the scope to achieve the goals of the project.

Unless stated otherwise, all work products would be digital.

BACKGROUND AND PROJECT GOALS

The [CRCOG Strategic Playbook](#), adopted by the Policy Board in 2023, and the proposed [CRCOG 2024 Plan of Conservation and Development \(POCD\)](#) outline the need for a Regional Housing Strategy (RHS).

The Strategic Playbook states:

Housing, particularly affordable and workforce housing, is a critical issue across our region. Housing supply impacts our residents' quality of life and the economic competitiveness of our towns and region. CRCOG is well situated to play a leadership role in this policy area by convening stakeholders and helping to guide and facilitate the development of a comprehensive housing strategy for our region. The regional housing strategy should not seek to employ a one-size-fits-all model but instead provide a range of options that municipalities could apply and adapt based on their own needs.

Goal: Assist member municipalities across the region with increasing access to quality housing for people of varying income levels.

Action Steps:

- 1. Develop a comprehensive housing strategy for our region in partnership with housing-based organizations and other stakeholders.*
- 2. Develop a housing toolkit, including model regulations and policies, based on recommendations outlined in the strategy.*
- 3. Seek support and funding to implement strategy recommendations.*

The proposed POCD includes the following action (subject to change prior to adoption this fall):

Develop a Regional Housing Strategy to conduct a deeper analysis of housing trends, needs and gaps in the region and to create tailored solutions and programs to help municipalities. CRCOG expects to complete such an initiative shortly after adoption of this POCD. The initiative could provide municipalities with educational tools and resources to respond to local questions and resistance to new housing projects. The initiative likely will explore regional approaches to

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housing production, including regional land banks and a regional housing production fund to facilitate development.

The proposed POCD includes many additional actions relevant to this Scope of Work. In addition, strategies and actions to increase the region's housing supply and affordability are included in the Plans of Conservation and Development of our 38 member municipalities and in local Affordable Housing Plans (AHP).

This Regional Housing Strategy is not intended to replace or duplicate regional or local plans. This study is intended to:

- Help cities and towns implement aspects of their local AHPs by identifying common, recurring actions and providing them with the tools to implement those actions.
- Provide additional resources to cities and towns based on challenges CRCOG has identified.
- Identify regional roles in creating affordable housing and propose a framework to undertake such roles.

The Regional Housing Strategy is not intended to be a “plan” - i.e., not a singular document that outlines goals and strategies. Rather this project will develop a variety of products that will be housed on CRCOG's website and actively utilized by municipalities. We expect the products to roll out throughout the project. Products may include guidance documents on specific topics, analysis reports, one-pagers/briefs, trainings, and toolkits. Producing user-friendly, compelling, and well-designed products will be of critical importance.

While this Scope of Work has a definitive end date, we expect to continue to build the “strategy” on an on-going basis. Based on time and budget, CRCOG recognizes that some activities might be carried out in subsequent years under a separate contract, amended contract, or through additional procurement processes.

TASK 1 – PROJECT MANAGEMENT

The consultant will support CRCOG with administrative and outreach activities related to the development of the Study.

Task 1A: Project Management Plan

The Consultant will prepare a Project Management Plan (PMP) that includes key project milestones over an 18-month project schedule. The PMP will include a project kickoff meeting with CRCOG staff, advisory committee meetings (see Task 2), progress report and invoice schedule, task milestones and deliverable dates, and coordination meetings between CRCOG and the Consultant. CRCOG will review the PMP to ensure the milestones and schedule are in line with the overall study strategy. The Consultant and CRCOG will together determine the method to share and store documents (e.g., SharePoint).

Deliverables:

- Task 1A: Project Management Plan and study schedule
- Task 1A: SharePoint site set-up (or similar)

Task 1B: Coordination Calls

The Consultant will participate in bi-weekly coordination calls with CRCOG staff. The calls will be a forum to discuss project status and issues, monitor progress, and ensure compliance with scope, budget, and schedule. On occasion, these calls may include additional invitees necessary to provide perspective and guidance. The Consultant will prepare a brief agenda, schedule calendar invites via Microsoft Outlook, and prepare a list of action items for each bi-weekly call based on the result of the coordination call.

Deliverables:

- Task 1B: Coordination and participation in bi-weekly calls, including a schedule, agenda, and action items for each

Task 1C: Monthly Progress Reports and Invoices

The Consultant will prepare monthly progress reports and invoices to submit to CRCOG. The report will include narratives of work accomplished and summary of budget expended during the period.

Deliverables:

- Task 1C: Monthly progress reports and invoices

TASK 2 – ADVISORY COMMITTEE AND STAKEHOLDER AND COMMUNITY ENGAGEMENT PLAN

Task 2A: Advisory Committee Formation

The Consultant will advise CRCOG on the ideal size and composition of a project Advisory Committee. It is expected that the Advisory Committee will meet quarterly and provide overall guidance and review deliverables.

Task 2B: Multi-tiered Public Involvement Plan (PIP)

The Consultant will work with CRCOG staff to develop a multi-tiered stakeholder and community engagement plan (Public Involvement Plan or PIP). The PIP should describe how each tier should be involved in various aspects of the projects, goals for engaging with each tier, and best approaches for gaining their involvement. We understand that the PIP may evolve over the duration of the project.

Potential tiers might be:

- **Tier 1 - Ongoing public engagement.** Throughout the project (and beyond) tools and methods to raise awareness of housing issues in the region and gain broad support should be developed. This initial phase may entail the development of project branding, including a logo and tag line.
- **Tier 2 – Decision-Makers.** Decision-makers are mainly at the local level and may include elected officials serving on town/city councils or boards of selectmen and planning and zoning commissioners.
- **Tier 3 - Other Partners.** These may include other organizations involved in housing policy, advocacy, or research, those in the real estate, design, and construction fields, and municipal staff whose actions affect housing. It may also include entities that are not directly involved in housing policy but for which there may be synergies between our work and their interests.

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- **Tier 4 – Ad Hoc Outreach.** Through the project there may be topic/task-specific meetings, outreach, public information, and publicity. The consultant should identify in their response where such ad hoc outreach might occur.

Deliverables:

- Task 2B: Public Involvement Plan

TASK 3 – REGIONAL ASSESSMENT AND TRENDS

CRCOG recently provided some updated housing and demographic data in the draft 2024 POCD and [2021/2022 Affordable Housing Assessment](#). We anticipate the RHS will build upon and delve deeper into key housing and demographic trends that impact the region and anticipate future trends that likely will impact housing demand.

We expect the data and analysis to inform planners and local decision makers as they address policies related to housing production and affordable housing. We aim to provide user-friendly, plain-English/non-jargon, visually appealing summaries that are understandable to the general public.

Task 3A: Housing and Demographic Analysis

This analysis should help us answer the following questions:

- Why does housing in the region feel more unattainable to younger generations than it did for older generations? What new factors drive affordability today compared to the past? Would long-time homeowners be able to purchase their current home in today's market?
- What demographic trends should we anticipate in the next ten years (or more) and how will those trends impact housing demand?
- How will future housing needs differ from past needs?
- What housing submarkets exist within the region and how do they differ from one another?
- What positive and negative pandemic-related housing impacts are likely to continue in the foreseeable future (next 10 years)?
- What other trends or events might impact the region's housing stock (e.g., climate-change driven migration to areas such as New England, corporations purchasing apartment buildings, etc.)
- For existing affordable units, how many expiring units are at-risk of being converted to market-rate units?
- Can the region meet current and future housing needs?

Responses should indicate additional types of analysis that will help us paint a picture of the region's current and future housing needs. It should address rental housing, home ownership, and supportive housing.

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In addition to a more detailed report the consultant should prepare “tools” that can be used by CRCOG, cities and towns, and housing partners that convey the findings in easy-to-understand briefs or graphics. The tools should tell a compelling story about the region’s housing needs.

Deliverables:

- Task 3A: Detailed analysis report.
- Task 3B: Three (3) to five (5) briefs (1 to 2 pages) and stand-alone graphics that convey key findings on individual topics that can be easily consumed by the general public.

Task 3B: Multi-family Development Resident Survey

To explore myths and realities about who is moving into new multi-family developments in the region, the Consultant shall devise a method for surveying residents in a sampling of recently built, fully (or almost fully) occupied developments around the region. Approaches might include working with rental management companies to reach tenants, a targeted mailing, or other suitable methods. This is not intended to be a statistically-significant analysis, but an anecdotal review of who is moving into new developments with some supporting data.

If tenants are willing to participate, follow-up interviews of approximately 10 tenants of varying life-stages or demographics may be conducted to develop “stories” about housing choices.

Deliverables:

- Task 3B: Report of full results of survey and stories.
- Task 3B: Stand-alone one pager of key takeaways.

Task 3C: Regional Housing Opportunity Areas / Priorities

Using site-specific locations identified in local Affordable Housing Plans, Transit Oriented Development focus areas identified by CRCOG, and other sources that might indicate potential housing locations, the Consultant shall prepare a regional map identifying these areas and prioritize them for housing development based on to-be-determined factors (e.g., presence of public and private water infrastructure, whether the site presents opportunities to provide missing middle housing, etc). To the extent possible, surplus or underutilized state-owned properties should also be included. The intent is to identify priority sites within the region that meet both regional and local housing goals, and possibly pursue funding opportunities to advance housing production in these locations.

Deliverables:

- Task 3C: Criteria used to prioritize housing opportunity areas.
- Task 3C: Mapping of housing opportunity areas, with a brief description of each area.

Task 3D: Landscape Analysis

The Consultant will conduct a landscape analysis of the key housing players in the region. The analysis should identify entities that do housing advocacy in the region, provide grants or funding, and other activities. The analysis should identify overlaps and gaps.

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The analysis also will identify who is building housing in the region – new housing and housing updates and conversions. The analysis should classify them based on firm/company size, type of housing they produce and their market area, among other factors.

Deliverable:

- Task 3D: Report summarizing findings and implications.

Task 3E: Innovation in Housing

The Consultant will provide an overview of new or upcoming innovations in housing production and financing and discuss implications for the region. Innovations may include topics such as alternative mortgage services and financing, HUD’s research on off-site construction and manufactured housing, 3-D printing, and concepts such as social housing. The Consultant should provide advice on ways in which CRCOG and municipalities can capitalize on trends and opportunities to bring innovations to the region.

Deliverable:

- Task 3E: Report summarizing findings.

TASK 4 – LOCAL HOUSING TOOLBOX

Many communities in the region struggle with finding effective and politically acceptable approaches to encouraging affordable housing and housing development in general. This Task is intended to examine specific challenges and provide communities with updated tools. Some of these challenges are regulatory and others are administrative and/or related to organizational capacity.

Task 4A: Assessment of Current Local Housing Tools and Programs

For this task, the Consultant will identify some of the commonly used approaches to affordable housing and review their effectiveness. The Consultant should assess effectiveness of these approaches and make recommendations to improve upon the tools. This task should focus exclusively on local programs and policies in addition to administrative / organizational issues with implementing local housing programs.

One specific tool that should be examined in this task is inclusionary zoning and regulatory incentives such as density bonuses. In addition to gauging effectiveness, this task should include a review of inclusionary zoning requirements, particularly the percentage of units required to be affordable, and recommend adjustments based on the market analysis and other relevant considerations.

Deliverable:

- Task 4A: Report summarizing findings and initial recommendations on updates to existing tools based on findings.

Task 4B: Housing Communication Toolkit for Local Officials

The Consultant should prepare communication tools that easily can be used by CRCOG and member municipalities. We expect that multiple forms of media would be developed including written and

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graphic content (such as fact sheets, one-pagers, and infographics), videos, and other tools. Exact topics to create communications tools for will evolve during the project, but may include:

- What is affordable housing / affordable housing vs. housing affordability.
- Overview of discriminatory legacy of zoning, federal housing policies, urban renewal to help explain the legacy and its implications for housing today.
- Why housing matters – values-based talking points to engage the residential and business communities.
- Other topics based on findings in regional assessment or other tasks outlined in this Scope of Work.

Deliverables:

- Task 4B: Various communication tools.

Task 4C: “Missing Middle” Toolkit

CRCOG’s proposed 2024 Plan of Conservation and Development includes a strategy to “increase density compatible with neighborhood context.” Actions include encouraging light touch density or missing middle in areas with supporting infrastructure. This Task is intended to create the tools necessary for interested communities to enable the production of missing middle housing.

The toolkit might include a guide that explains what is meant by “missing middle”, outlines best practices with real world examples to encourage missing middle housing, and provide tools to help promote the importance of design when it comes to gaining community acceptance of this scale of housing. The Consultant should review recent state legislation related to missing middle housing and outline opportunities and implications from such legislation and whether revisions may be needed to the legislation in the future.

CRCOG staff is concurrently compiling examples of housing developments within the region to help communities visualize density and expects to showcase the information using ArcGIS StoryMaps. We expect the Consultant’s work to add to / complement staff efforts.

Deliverables:

- Task 4C: Guidance document on Missing Middle housing.

Task 4D: Expiring Units Strategy

Based the analysis conducted in Task 3A to identify at-risk expiring units, the Consultant shall provide recommendations for affected municipalities for retaining such units. The report shall identify successful strategies that have been used.

Deliverable:

- Task 4D: Report identifying municipality-specific recommendations to retain expiring affordable units.

Task 4E: Cost of Services Discussion Tools

We do not expect to conduct a from-scratch analysis of the cost of services due to housing development in the region. Rather this task entails reviewing and distilling recent Connecticut case studies and data and identifying key take-aways that towns can use to hold fact-based discussions within their communities. We also wish to provide a “how-to” guide if a community wishes to do its own cost of services analysis and provide a sample agenda should a municipality wish to hold a joint meeting between local Planning and Zoning Commissions and Boards of Education (any such meeting would be outside the scope of this project).

Deliverables:

- Task 4E: Report with key facts from previously conducted cost of services analysis.
- Task 4E: How to guide for conducting a local cost of services analysis.
- Task 4E: Sample agenda for a joint Planning and Zoning Commission and Board of Education meeting.

Task 4F: Site-Specific Case Studies

Based on the Regional Housing Opportunity Areas (Task 3C), the Consultant will provide assistance for up to three specific high priority housing sites in the region. The type of assistance will be determined in conjunction with the host municipality, but might include providing conceptual designs, hosting a public meeting to visualize opportunities for the site, an analysis of impediments or steps to make the site development-ready, or developing an initial pro-forma. The intent of this task is to advance housing production on up to three sites. The ultimate selected sites will depend upon the willingness and ability of each host municipality to participate.

Deliverables:

- Task 4F: Three reports (one for each site) that summarizes the assistance provided and provides next steps.

TASK 5 – REGIONAL FRAMEWORK

Task 5A: Regional Best Practices

The Consultant will review regional approaches to affordable housing and housing production from elsewhere in Connecticut and the United States. Effective regional housing approaches and programs shall be identified. The Consultant shall provide initial recommendations for the CROG region based on findings thus far, along with unique opportunities or constraints in Connecticut and within the CROG region.

Deliverables:

- Task 5A: A report with detailed findings and initial recommendations.

Task 5B: Regional Housing Trust / Land Bank

This task will gather information on existing regional housing trusts and land banks and summarize best practices and programmatic elements of regional trusts/land banks (herein referred to as “trust”). The Consultant will provide recommendations for creating a trust in the CRCOG region. The recommendations should address the following:

- Detailed structure for a potential trust in the region, including legal and legislative considerations or roadblocks.
- Description of funding sources.
- Outline of potential housing programs, duties and responsibilities, governance structures, and operational considerations.

The final product should provide a detailed roadmap that would aid in the formation of a regional trust, should the region move in that direction.

Deliverables:

- Task 5B: Report with detailed findings and recommendations.

Task 5C: Examine Need and Potential for Regional Approach to Local Administrative Challenges

Municipal planners in the region have identified challenges in creating and administering affordable housing programs. Examples include lack of in-house expertise or capacity to determine housing re-sale prices and income eligibility for affordable units, lack of a standard affordability plan template when developments are proposed, and other issues.

The Consultant shall ascertain these and additional challenges and outline potential intermunicipal solutions to these challenges. Possible approaches may include pre-approved vendors for on-call consultants, shared staff between a small number of communities, CRCOG staffing, etc. Potential methods of funding various approaches should be included.

Deliverables:

- Task 5C: Report outlining local challenges and recommendations for addressing them at an interlocal or regional level.

Task 5D: Trainings and Forums

The Consultant shall provide and/or organize up to five trainings or forums throughout the project timeline. The specific training topics, audience, and format will evolve as the project progresses, but initial ideas include:

- The basics of housing and affordable housing, with a key target audience being local planning and zoning commission members.
- Financial aspects developers face – understanding costs, pro forma’s, profit, etc, with a key target audience being local planning and zoning commission members.
- In the face of community pushback, how to have neutral, fact-based meetings and promote constructive conversations.

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- General forum for local officials dealing with housing challenges to share struggles and successes.
- Training for small developers who are interested in doing affordable housing or missing middle, but don't know how to get started.

Deliverables:

- Task 5D: Up to six training sessions or forums and meeting-related materials and presentations.

TASK 6 – CRCOG IMPLEMENTATION PLAN

Task 6A: Organizational Analysis and Implementation Plan.

The Consultant shall analyze CRCOG's ability to address affordable housing and housing production and recommend how we can build organizational capacity to proactively address housing needs in the region. In addition to other regional policies and programs addressed elsewhere in this Scope, the Consultant should outline a framework for CRCOG to sustain these efforts. Specific topics should include:

- Assessment of current capacity.
- Resources needed to implement programs and policies identified in this Regional Housing Strategy.
- Development of clear and measurable metrics to monitor the effectiveness of housing programs and initiatives in the region.
- Resources necessary to maintain and update housing data.
- An outline for how CRCOG can build a multi-sector housing coalition, beyond typical housing players. For example, how can we engage the business community in an on-going capacity?
- Funding for CRCOG to build its capacity and continue work in the housing realm.

Deliverables:

- Task 6A: Report detailing findings and recommendations.

EXHIBIT B
CRCOG Equal Employment Opportunity and
Minority/Female Business Enterprise Certification Form

The undersigned certifies that _____ is an Equal
(Name of Company)

Opportunity Employer and is in compliance with federal and State rules and regulations pertaining to Equal Employment Opportunity and Affirmative Action.

(Consultant's Signature)

(Today's Date)

ONLY IF APPLICABLE:

The undersigned certifies that _____ is a
(Name of Company)

Disadvantaged (Minority/Female) Business Enterprise (DBE) and is in compliance with federal and state rules and regulations pertaining to Disadvantaged Business Enterprise designations.

(Consultant's Signature)

(Today's Date)

EXHIBIT C
Organizational Conflict of Interest Statement

Each entity that enters into a contract with the Capitol Region Council of Governments (CRCOG) is required, prior to entering into such contract, to inform CRCOG of any real or apparent Organizational Conflict of Interest (OCI).

An OCI exists when any of the following circumstances arise:

1. Lack of Impartiality or Impaired Objectivity. When the CONSULTANT (*proposer, bidder, etc.*) is unable, or potentially unable, to provide impartial and objective assistance or advice to CRCOG due to other activities, relationships, contracts, or circumstances.
2. Unequal Access to Information. The CONSULTANT has an unfair competitive advantage through obtaining access to nonpublic information during the performance of an earlier contract.
3. Biased Ground Rules. During the conduct of an earlier procurement, the CONSULTANT has established the ground rules for a future procurement by developing specifications, evaluation factors, or similar documents.

Organizational Conflicts of Interest Prohibition and Non-Conflict Certification

The CONSULTANT warrants that, to the best of his/her/its knowledge and belief, and except as otherwise disclosed, there are no relevant facts or circumstances, which could give rise to organizational conflicts of interest. The proposer agrees that, if after award, an organizational conflict of interest is discovered, an immediate and full disclosure in writing must be made to CRCOG, which must include a description of the action, which the CONSULTANT has taken or proposes to take to avoid or mitigate such conflicts. If an organizational conflict of interest is determined to exist, CRCOG may, at its discretion, cancel the contract award. In the event the CONSULTANT was aware of an organizational conflict of interest prior to the award of the contract and did not disclose the conflict to CRCOG, CRCOG may terminate the contract for default. The provisions of this clause must be included in all subcontracts for work to be performed similar to the service provided by the prime consultant, and the terms “contract” and “CONSULTANT” modified appropriately to preserve CRCOG’s rights.

Organizational Conflict of Interest - Proposer’s Signature and Certification

The undersigned on behalf of the CONSULTANT hereby certifies that the information contained in this certification is accurate, complete, and current.

Signature and Date

Title of Request for Qualifications

Regional Housing Strategy for the Capitol Region: Request for Qualifications

Typed or Printed Name

Title

Company Name and Address