



**AD-24-RFP-951**  
**Request for Proposal**

**GAP Analysis**

**Issue Date: September 4, 2024**

**Karen DuBois-Walton, Ph.D**  
**President**



## Table of Contents

<b>Part I. Solicitation Information.....</b>	<b>3</b>
A. <i>Description of Services .....</i>	<i>3</i>
B. <i>Important Due Dates/ Locations/ Time .....</i>	<i>3</i>
C. <i>Preparation of Submission:.....</i>	<i>4</i>
<b>Part II. Bid Protest .....</b>	<b>5</b>
<b>Part III. Index Of Submittal Documents .....</b>	<b>9</b>
<b>Part IV. Scope of Services .....</b>	<b>11</b>
<b>Part V. Submission Requirements.....</b>	<b>14</b>
<b>Part VI. Evaluation Criteria And Selection Procedures.....</b>	<b>17</b>
1. <i>Proposal Evaluation/Contract Award .....</i>	<i>17</i>
2. <i>Evaluation Criteria .....</i>	<i>17</i>



**Part I. Solicitation Information**

**A. Description of Services**

We seek a qualified firm to conduct a comprehensive Gap Analysis to identify discrepancies between our current operations and strategic objectives. The selected firm will demonstrate expertise in conducting similar analyses, provide a clear methodology, and offer a competitive and detailed cost proposal.

**B. Important Due Dates/ Locations/ Time**

Schedule	
Event	Date
RFQ Issued	September 4, 2024, at 3:00PM
Pre-Proposal Conference	September 18, 2024, at 2:00PM
Questions Due	September 20, 2024, at 12:00PM
Proposals Submittal Deadline	September 30, 2024, at 3:00PM

A Pre-Proposal Conference is scheduled for September 18, 2024, at 2:00 p.m. ONLY via conference call. Conference call link is attached as a separate document. Attendance is not mandatory but is recommended.

All questions concerning this RFP must be submitted in writing no later than September 20, 2024 at 12:00 p.m. EST using the Elm City Communities Collaboration Portal website: <https://newhavenhousing.cobblestonesystems.com/gateway>. In order to submit questions, you must register as an Interested Respondent.

Once the question period has ended, all responses to questions will be posted as an addendum and posted on Elm City Communities Collaboration Portal website: <https://newhavenhousing.cobblestonesystems.com/gateway>. All Addenda's must be acknowledged with a signature and timely submitted as part of this solicitation. Bids will be rejected if the addendum is not timely submitted as stated.



### **C. Preparation of Submission:**

**Respondent must submit ONE complete file** and must be uploaded via the Housing Authority of the City of New Haven's Collaboration Portal website:  
<https://newhavenhousing.cobblestonesystems.com/gateway>.

**Caution: Late Proposal submission will be handled in accordance with the provisions contained in HUD Form HUD 5369-B Titled "LATE SUBMISSIONS, MODIFICATIONS, AND WITHDRAWALS OF OFFERS".**

Persons wishing to receive copies via overnight delivery are responsible for making all arrangements and paying related costs. All cost related to the preparation of this RFQ and any related activities are the responsibility of the Offeror. HANH/ECC does not assume any liability for any cost incurred by the Offeror throughout the entire selection process.

All proposals submitted must conform to the requirements specified in the Instructions to Offerors, General Contract Conditions, and any/all other requirements contained herein, all of which form a part of the Request for Proposals by reference.

HANH/ECC reserves the right to postpone or cancel this RFQ, to reject, in whole or in part, any and all proposals, to re-advertise for new proposals, and/or to not award any agreement pursuant to the RFP requirements if HANH/ECC deems it's in their best interest to do so. HANH/ECC further reserves the right to waive any minor informality, or the failure of any bidder to comply there with, if it is in the public interest to do so.

HANH/ECC will reject the proposal of any bidder who is suspended and/or debarred by HUD from providing services to public housing authorities and reserves the right to reject the proposal of any who has previously failed to perform any contract properly for HANH/ECC, or any instrumentality thereof.

## Part II. Bid Protest

Disagreements over the award of a HANH contract, referred to as protests, may occasionally arise between the PHA and an offeror. Usually, the protestor asserts that he/she should have received the contract award and alleges that HANH did not conduct the competition appropriately. (Note: While protests are commonly referred to as bid protests, any type of contract award, including small purchase, competitive proposal, or sealed bid, may be protested by an unsuccessful offeror.) HANH, in accordance with sound business judgment, is responsible for the settlement of protests arising from the procurement process.

und business judgment, is responsible for the settlement of protests arising from the procurement process.

nd business judgment, is responsible for the settlement of protests arising from the procurement process.

**1. Designation of Protest Officials.** The Contracting Officer shall be responsible for the receipt of any form bid protest in writing and with conducting the initial bid protest hearing. Bid protest must be submitted within ten (10) days of the award of contract by the Authority.

The Contracting Officer shall render an impartial decision regarding any bid protest.

**2. Appeal of Initial Bid Protest Decision.** If the Contracting Officer denies the bid offeror's bid protest, the protestor must request an appeal of said finding in writing no later than ten (10) days of the date of receipt of the decision of the Contracting Officer. The appeal hearing will be conducted by no less than two (2) members of the Board of Commissioners (i.e., the Service Committee or the Planning and Development Committee.) The request for an appeal hearing shall be directed to the Contracting Officer.

cer.

**3. Requirements for Written Protests.** Protestors shall submit a bid protest in writing to the Contracting Officer within ten (10) days of the award of the subject contract by the Authority to the following address. **Protest against terms of the solicitation must be made prior to the due date of solicitation.**

Contracting Officer  
360 Orange Street  
3<sup>rd</sup> Floor



New Haven, CT 06511

The bid protest must clearly state the basis for the protest. Protests should include, at a minimum, the following information:

- a. Name, address, and phone number(s) of the protestor;
- b. Solicitation number and project title;
- c. A detailed statement of the basis for the protest;
- d. Supporting evidence or documents to substantiate any arguments; and
- e. The form of relief requested (e.g., reconsideration of their offer).

4. **Submission Time Period.** Generally, the offerer shall submit bid protest no later than ten (10) days of date the award of subject contract is made by the Board of Commissioners. **Protests against the terms of a solicitation should be considered late if submitted after the due date for offers.**

5. **Time Period for Formal Protest Hearing.** The Contracting Officer, or his/her designee, shall conduct a protest hearing, if the written request warrants within ten (10) calendar days of receipt of the writing request by the protestor. The Contracting Officer may deem, based upon the evidence presented by the protestor, that a hearing is not warranted and that an unbiased and impartial initial decision can be rendered without the need of a face to face hearing.

6. **Remedial Action.** If a protest is decided in favor of the protestor, HANH may consider, inter alia, the following remedies:

If the contract has not been awarded, the HANH may cancel or revise the solicitation or proposed contract award, or

If the contract has been awarded, the contract may be terminated for convenience and awarded to the protestor, or the procurement may be canceled and offers re-solicited.

7. **Emergencies or Unusual and Compelling Circumstances.** HANH may allow a contract to remain in place despite a successful protest in cases of emergency or unusual or compelling need for the supplies or services. However, if the HANH determines, based on compelling circumstances such as an emergency or serious disruption of its operations, that termination or re-solicitation would not be in the best interest of HANH, then HANH may allow the award to stand and pay the successful



protestor costs associated with preparing the bid along with the cost of filing and pursuing the protest and other damages determined.

preparing the bid along with the cost of filing and pursuing the protest and other damages determined.

d pursuing the protest and other damages determined.

8. **Denials.** HANH shall notify the protestor in writing of its decision and state the basis for the denial. The notification shall apprise the protestor of any appeal rights in accordance with our protest procedures.

9. **Appeal Procedures.** As stated above, appeal of the Contracting Officer's initial decision shall be heard by no fewer than two members of the Board of Commissioners (i.e., the Service Committee or the Planning and Development Committee). The request for an appeal must be made in writing as stated above and must include, but not be limited to:

1. A statement of the factual and legal grounds on which reversal or modification of the decision is deemed warranted, specifying any errors of law made or information not previously considered.

10. **Documentation.** The Contracting Officer shall fully document the protest decision in writing in the contract file. Documentation shall include but not be limited to:

1. A copy of the subject solicitation and supporting documentation, including the copy of the advertisement of the bid.
2. A copy of the protestor's written protest.
3. A copy of the written finding of the Contracting Officer and that of any appeal officer(s).
4. Copy of documentation used by HANH to make its decisions that was protested by the protestor.

11. **Informal Resolution Processes.** Protestor may request an informal review of their protest either in writing or by phone.

## **EQUAL EMPLOYMENT OPPORTUNITIES REQUIREMENTS**

All Equal Employment Opportunities including Section 3 (EEO) forms are provided in this package. The contractor/vendor must review all EEO forms, complete and submit the required EEO forms at the time of submission of bid or proposal. Bids/Contracts at all dollar values are subject to Section 3/MBE/WBE requirements.



After a Contract has been awarded, the contractor must attend a mandatory meeting with HANH's Director of Procurement. If there are any questions regarding the completion of the EEO forms please contact the Director of Procurement, at 203-498-8800 ext 1200.

Staff is available at 360 Orange Street, 3rd floor, to assist persons with disabilities. The TTY/TDD number is (203) 497-8434. HANH is an equal opportunity housing agency.  
HOUSING AUTHORITY OF THE CITY OF NEW HAVEN

*Karen DuBois-Walton, Ph.D.*

By:  
Karen DuBois-Walton, Ph.D.  
President

Date: 08/29/2024





### Part III. Index Of Submittal Documents

The INDEX OF SUBMITTAL DOCUMENTS shown below is provided to assist all Offerors in correctly preparing and submitting a responsive RFP in accordance with the requirements of the above RFP. The Index contains a listing of all required submittal items.

Please review this index and submit all documents that are checked “**REQUIRED SUBMITTAL**” with your proposal. Documents that are checked “**SIGNATURE REQUIRED**” must be properly executed. Documents that are checked “**NOTARY/CORPORATE SEAL REQUIRED**” must be notarized and/or have the Bidder's corporate seal affixed.

**Please view/ download the below listed documents from:**

<https://newhavenhousing.cobblestonesystems.com/gateway/DocumentLibrary.aspx>

INDEX OF SUBMITTAL DOCUMENTS				
DOCUMENT	REQUIRED SUBMITTAL	SIGNATURE REQUIRED	NOTARY/ CORPORATE SEAL REQUIRED	FOR YOUR REVIEW
<b>ALL PROJECTS</b>				
Letter of Interest	X	X		
Executive Summary	X			
Team Experience and Qualifications	X			
Offeror's Approach	X			
Project Schedule / Availability	X			
Staffing & Qualifications	X			
Sample of Relevant Material	X			
<b>Required Acknowledgements and Certifications as listed below:</b>				
Cover Sheet <i>(Attached)</i>	X			
HUD-5369-C- Certifications and Representation of Offerors	X	X		
HUD-5369-B Instruction to Offerors				X
HUD 51915- Contract Provisions Required by Federal Law or Owner Contract with US Department of Housing and Urban Development				X
HUD 51915a- Model Form of Agreement between Owner & Design Professional				X
Reference and Past Performance Form	X			
Acknowledgement of Addenda Form	X	X		
Section 3 Contractor Guide 2021				X
Contractor Highlight Section 3				X
Federal Executive Order 11246				X
HANH/ECC Section 3 Clause				X
HANH/ECC Bid Conditions for Equal				X



<i>Opportunity in Employment</i>				
<i>General Conditions for Non- Construction- HUD 5370-C</i>				X
<i>HUD Form 50071- Certification of Payments to Influence Federal Transactions</i>	X	X		
<i>Non-Collusive Affidavit</i>	X	X	X	
<i>HANH/ECC's Insurance Requirements</i>				X



## Part IV. Scope of Services

### A. Project Overview:

This Scope of Work (SOW) outlines the objectives, tasks, deliverables, and schedule for conducting a Gap Analysis for Elm City Communities. The purpose of this analysis is to identify gaps between the current state and desired state of operational readiness for a conversion to YARDI Voyager, and to provide actionable recommendations to bridge these gaps. The analysis will identify discrepancies, challenges, and opportunities to ensure a successful software implementation.

### B. Objectives:

- To identify the gaps between the current state of business processes and the requirements for the new software.
- To assess the readiness of the organization for the new software implementation.
- To provide actionable recommendations to address identified gaps and ensure smooth software integration.
- This analysis will focus on the following areas:
  - Housing Choice Voucher
  - Tax Credit
  - LIPH (Low Income Public Housing)
  - Procurement

### C. Deliverables:

1. **Gap Analysis Report:** A detailed report that includes:
  - **Current State Assessment:** Evaluation of existing systems, processes, and workflows.
  - **Future State Requirements:** Documentation of the desired outcomes and functionalities needed from the new software.
  - **Gap Identification:** Analysis of the differences between the current state and the future state requirements.
  - **Recommendations:** Proposed actions to bridge the identified gaps, including process changes, training, and potential software customizations.
2. **Risk Assessment:** An evaluation of potential risks associated with the gaps and their impact on the implementation process.
3. **Implementation Roadmap:** A timeline and action plan for addressing the gaps and ensuring the successful deployment of the new software.



4. **Stakeholder Workshop:** A session to present the findings and recommendations to key stakeholders, including gathering feedback and aligning on the next steps.

**D. Scope of Work:**

1. **Project Kickoff:**

- Conduct initial meetings with stakeholders to define objectives, expectations, and project timelines.
- Review existing documentation, processes, and systems.

2. **Data Collection:**

- Perform interviews and workshops with key stakeholders to understand current processes and future needs.
- Collect and review documentation related to current systems, processes, and workflows.

3. **Gap Analysis:**

- Analyze the collected data to identify discrepancies between the current state and future state requirements.
- Assess organizational readiness, including technology, processes, and people.

4. **Recommendations Development:**

- Develop actionable recommendations to address identified gaps.
- Prioritize gaps based on their impact on the project and ease of resolution.

5. **Reporting and Presentation:**

- Compile the findings into a comprehensive Gap Analysis Report.
- Present the findings and recommendations to stakeholders.

**E. Timeline:**

- **Project Kickoff:** 2 Weeks
- **Data Collection:** 6 Weeks
- **Gap Analysis:** 4 Weeks
- **Recommendations Development:** 2 Weeks
- **Reporting and Presentation:** 2 weeks

**F. Project Team:**

- **Project Manager:** Donna Piccirilli, VP of IT
- **Stakeholders:**
  - Jack Rafferty, SVP of Finance, Admin and IT
  - Donna Piccirilli, VP of IT



**G. Assumptions:**

- Access to relevant stakeholders and documentation will be provided in a timely manner.
- Stakeholders will be available for interviews and workshops as schedule.
- Necessary software and tools for analysis will be accessible to the project team

**H. Dependencies:**

- Availability of key personnel for interviews and workshops.
- Timely access to documentation and existing system information.
- Alignment with the overall project timeline for software implementation.

**I. Exclusions:**

- This SOW does not cover the actual implementation of the software or post-implementation support.
- Custom software development or coding tasks are outside the scope of this gap analysis.

**J. Success Criteria:**

- Identification of all critical gaps between current and future state requirements.
- Agreement on the roadmap and next steps by all key stakeholders.
- Delivery of the Gap Analysis Report within the agreed timeline.

**K. Confidentiality**

All information gathered during the Gap Analysis will be treated as confidential and will only be used for the purpose of this contract. The Project team will adhere to Elm City Communities confidentiality policies.



## **Part V. Submission Requirements**

### ***a. Proposal Preparation And Submission***

Offerors' proposals must be prepared and submitted in such a manner that they address, at a minimum, the requirements of Sections B through L below in appropriate detail. Other preparation and submission requirements may be required by documents contained within Part IV (Scope of Services). It is the Offeror's responsibility to ensure that their proposal submittals properly address all requirements requested by the RFQ.

### ***b. Letter of Interest***

At the beginning of each proposal, the Offeror must provide a letter of interest listing the Offeror's members and identifying the primary contact person. The letter must be signed by an authorized principal of the Offeror's firm and include a statement that the proposal will remain valid for not less than one hundred twenty (120) days from the due date

### ***c. Executive Summary***

Provide a brief description of no more than two (2) type-written double-spaced pages demonstrating your organization's understanding of the services required by this RFQ and how your organization's technical expertise, experience; Public Housing and/or affordable housing renovation, financial resources, proven past performance, and proven managerial processes are consistent with and capable of supporting the specified requirements contained herein.

### ***d. Team Experience and Qualifications***

- a. Name of Offeror and proposed role.
- b. Main address, telephone/fax numbers and email address of Offeror's place of employment.
- c. Address and telephone number of the office from which services will be provided to the Agency (if different from above).
- d. Contact person, title, telephone/fax numbers and email address.
- e. Description of the size, number of employees and the current workload of



- the Offeror.
- f. Identify the individual who will serve as Project Manager for the Offeror and who will direct and coordinate the effort to completion.

**e. Offeror's Approach to Providing Required Services**

Provide a brief description of no more than four (4) type written doubled space pages describing your organization's understanding of each of the separate tasks required under Part IV. (Scope of Services) and the methodology that will be utilized to provide all required services.

**f. Project Schedule/ Ability to Perform in a Timely Manner**

Describe your organization's ability to perform all required services in a timely manner. Include all proposed processes and timeframes for completion of same.

**g. Staffing and Qualifications/ List of Key Personnel**

Provide a listing of all key personnel that will be responsible for demonstrating their relevant experience necessary to perform the required services contained herein along with copies of current resumes applicable to each. The Contractor must provide HANH with the qualification of prospective site staff and have at a minimum, five years training and consulting experience. Proof of the firm's Connecticut Professional Registration and Licenses.

**h. Sample of Relevant Material**

Submit samples of any/all charts, documents, forms, etc. that your organization will utilize to perform the required services contained herein.

**i. Relevant and Past Experience**

Offeror(s) must complete three (3) HANH Reference and Past Performance Forms. Offeror(s) **may not** use HANH, Glendower or any of its affiliates as a reference.

**j. Employment and Contracting Action Plan**



Offeror(s) should review HANH's Bid Conditions for Equal Opportunity in Employment, Section 3 Clause (Qualification Information), Federal Executive Order 11246 Compliance Requirements, and Clauses 16 (Equal Employment Opportunity) and 21 (Training and Employment Opportunities for Residents in the Project Area) of HUD Form HUD-5370-C (General Conditions for Non-Construction Contracts).

### ***k. Required Certifications***

All certifications and other required documents shown on the "Index of Submittal Documents Required for RFQs" must be prepared and submitted with Offeror's proposal for the proposal to be considered responsive to the HANH Request for Proposals (RFQ)/Solicitation requirements. The minimum amount of time that Offeror's proposal must remain valid is ONE HUNDRED AND TWENTY (120) calendar days from the proposal submittal date.

### ***l. Mandatory Clauses***

HUD FORM HUD-5370-C (General Conditions for Non-Construction Contracts) and HANH's Supplemental Conditions to HUD Form HUD-5370-C include all clauses mandated by 24 CFR 85.36.





## **Part VI. Evaluation Criteria And Selection Procedures**

### **1. Proposal Evaluation/Contract Award**

Evaluation of the responses to this RFP may be evaluated using a two-step process. Step 1 may be used to determine which Offerers proposals are acceptable or potentially within the acceptable range. During Step 1, a committee will be appointed to evaluate technical proposals in accordance with the evaluation criteria stated in the RFP. The technical evaluation panel or committee performs the review of all technical proposals using the RFP's evaluation criteria.

For the purpose of conducting negotiations, proposals will be initially classified as acceptable, potentially acceptable, or unacceptable. The competitive range decision will take into account the evaluation of both technical and cost/price proposals. Proposals determined by the Contracting Officer to be acceptable or potentially acceptable and that have a reasonable chance of award shall be included in the competitive range.

As part of the evaluation process, proposals classified as acceptable and potentially acceptable will be requested to present its proposal and demonstrate the system before the evaluation committee. Any information gained during the presentation(s) may be used in the evaluation of the proposal. Failure to honor this request will be grounds for rejection of the respondent's proposal with no further consideration given.

### **2. Evaluation Criteria**

The evaluation criteria to which each Offeror's submitted proposal will be reviewed, ranked, and scored is as follows. Each proposal has a maximum total possible score of 105 points.

- 1. Understanding of Requirements** (20 points)
  - Clear understanding of the scope of the project and specific requirements outlined in the RFP.
- 2. Methodology and Approach** (30 points)



- Proposed methodology for conducting the gap analysis.
- Approach to identifying and analyzing gaps in processes, systems, or strategies.

### 3. **Team Expertise and Experience** (20 points)

- Qualifications and relevant experience of the team members assigned to the project.
- Experience with similar projects in the industries.

### 4. **Project Timeline and Deliverables** (15 points)

- Realistic timeline for completing the gap analysis.
- Clarity on expected deliverables, including interim reports and final presentation.

### 5. **Cost Proposal** (15 points)

- Reasonableness and competitiveness of the proposed budget.
- Value for money in terms of the services offered.

### **Additional Points:**

1. **Section 3, MBE and WBE:** Responsiveness of the Affirmative Action Plan and Section 3 Plan to HANH's goals and demonstrated evidence of the firm's prior effectiveness in promoting Affirmative Action and Section 3 goals. (5 points)

Statement of Qualifications will be reviewed by an Evaluation Committee and in accordance with ECC/HANH's Procurement Procedures.

For the purpose of conducting negotiations, proposals will be initially classed as:

- Acceptable (within range of 70-105 points),
- Potentially acceptable (within range of 60-69 points) or
- Unacceptable (within range of 0-59 points).

Proposals determined by ECC/HANH's Contracting Officer to be either acceptable or potentially acceptable and that have a reasonable chance of resulting in a contract award considering their technical evaluation results and their proposed costs will be included in the competitive range. Statement of



Qualifications deemed acceptable or potentially acceptable will be invited for an interview.

Once ECC/HANH has completed the review process, ECC/HANH will enter into negotiations with the highest ranked firm selected by the evaluation criteria, with the intention of reaching a best and final offer on a fair and reasonable rate schedule for professional services. If an agreement cannot be reached, ECC/HANH will terminate negotiations with that firm and will proceed to the next-highest ranked firm until rates determined to be fair and reasonable to both parties are obtained. Please note that if negotiations are terminated with a firm, ECC/HANH may not go back to that firm for any additional negotiations – even if the next lower ranked respondent is higher in price.

otiations are terminated with a firm, ECC/HANH may not go back to that firm for any additional negotiations – even if the next lower ranked respondent is higher in price.

k to that firm for any additional negotiations – even if the next lower ranked respondent is higher in price.

All Offeror(s) must disclose any conflicts of interest, e.g., family member on HANH staff or a resident of public housing or Section 8 (Housing Choice Voucher) in the City of New Haven.