

# REQUEST FOR PROPOSALS (RFP)

## Consulting Services for Development of a Work Plan and Budget for the Execution of the Community Collaboration and Implementation Plan

**RFP Issue Date: Thursday, May 14, 2015**

**Proposal Due Date: Thursday, June 25, 2015 at 3 PM ET**

*Note:*

*On behalf of the Community Collaboration and Implementation Plan's Executive Management Committee, the Urban Redevelopment Authority of Pittsburgh (URA) is releasing and providing administrative support to the RFP process for Consulting Services for the execution of the [Community Collaboration and Implementation Plan](#).*

### **GOAL OF THE RFP**

On behalf of the Community Collaboration and Implementation Plan's Executive Management Committee, the URA requests proposals from a consultant firm or consulting team ("the Consultant") for the development of a Work Plan and Budget for the future implementation of the Community Collaboration and Implementation Plan.

### **BACKGROUND**

In September 2014, representatives from the City of Pittsburgh ("the City"), Allegheny County, the Hill District Community, the Pittsburgh Arena Real Estate Redevelopment LP, and the Lower Hill Working Group approved the Community Collaboration and Implementation Plan ("the CCIP") as a strategy to catalyze economic development throughout the Greater Hill District. This coincides with the redevelopment of the 28 acre Lower Hill District site. The CCIP describes specific goals, strategies and processes for maximizing the inclusion of the Greater Hill District community and its residents in certain aspects of the redevelopment project ("the Project"). Key elements of the CCIP include:

- Minority and Women Business Enterprise Inclusion;
- Workforce Development, Job Inclusion and Local Hiring;
- Housing Inclusion and Home Ownership;
- Wealth Building Initiatives;

- Coordinated Community Development Strategies;
- Cultural and Community Legacy Initiatives;
- Monitoring, Reporting and Tracking; and
- Marketing and Communications.

### **GENERAL INFORMATION**

1. Organizational Design, Program and Project Management services are required in the following areas of expertise – strategy, real estate development, community and economic development, urban design and planning.
2. Staffing: The lead manager of the Consultant must be located within the Pittsburgh Metropolitan Area.
  - a. Personnel: The Consultant shall, at its own expense, employ all personnel required to complete the project; the Consultant shall retain all subcontractors and/or subconsultants; the Consultant shall be solely responsible for the work, compensation, direction and conduct of personnel and subcontractors during the term of the respective contracts.
    - The Consultant and its subcontractors will be expected to cooperate fully with the CCIP Executive Management Committee.
    - The respondent shall submit with its proposal: (1) resumes of its senior management, its leadership and its Pittsburgh-area location; and (2) representative resumes of its personnel and those of the subcontractors who will perform the services.
    - The Consultant will be expected to use substantially the same personnel and subcontractors named in the proposal to perform the services.
    - All personnel furnished by the Consultant shall be employees, or approved subcontractors of the Consultant, and not of the URA, the City or the CCIP Executive Management Committee.
  - b. Consultant Team: A respondent that anticipates retaining subcontractors to provide a portion of the services should identify the subcontractors, the services to be provided, and if known, the identity and titles of the subcontractors' personnel and the hourly rates for such personnel in the respondent's proposal.
  - c. Subcontractor: The Consultant will be authorized to enter into subcontracts for specialized services, as required for the performance of the services.
    - Such authorization shall be subject to prior written approval by the URA and the CCIP Executive Management Committee.
    - Criteria for approval includes scope of services and compensation for subcontracts.

- The Consultant, and not the URA or the CCIP Executive Management Committee, will be responsible for the subcontractors' work, acts and omissions.
- The proposal must identify one individual ("person in charge") who will have the primary responsibility to supervise and coordinate the subcontractors' services.

**SCOPE OF WORK** – Produce a Work Plan and Budget that will include a detailed listing of all activities, costs, schedules, and resources required to achieve the goals and objectives outlined in the CCIP.

Work closely with the CCIP Executive Management Committee to coordinate all activities outlined within the CCIP:

- Assist Executive Management Committee with articulating a vision and mission of the Lower Hill redevelopment as well as its cultural and historical legacy with regard to the Greater Hill District;
- Define organizational structure and operating mechanisms for CCIP activities;
- Provide overall timeline for all actions and activities for the Work Plan;
- Create a guide for development and piloting, charting the course from implementation to action which includes prioritizing desired outcomes;
- Create the processes and procedures for the implementation of focus areas and their respective inclusion plans where applicable;
- Streamline all other duties and responsibilities of the Committee mentioned throughout the CCIP;
- Determine a budget for the administration and implementation of the CCIP;
- Identify and outline specific organizations with whom you will collaborate within the Hill District, and how you will build long-term capacity within existing organizations by working collaboratively and not competitively;
- Work with the CCIP Executive Management Committee to identify and secure sources of funding for the implementation of CCIP-related activities; and
- Work with Executive Management Committee and URA to craft requests for proposals for subconsultants where applicable. This may include:
  - a) Development of Action Plans for Six Focus Areas;
    1. Minority & Women Business Enterprise Inclusion
    2. Workforce Development, Job Inclusion and Local Hiring
    3. Housing Inclusion and Home Ownership
    4. Wealth Building Initiatives
    5. Coordinated Community Development Strategies

6. Cultural & Community Legacy Initiatives
- b) Monitoring, Reporting and Tracking Services;
- c) Marketing and Communications; and
- d) Budgeting.

### Deliverables

1. A Work Plan that reflects the goals, strategies and processes outlined in the CCIP, which includes: all appropriate charts, graphs, maps, pertinent statistical figures, sources of data, as well as electronic copies of data and GIS files
2. A Budget reflecting the cost for Work Plan activities

### Proposal Submission Requirements

- Number of Sets of Proposals to be submitted: one (1) hard copy and one (1) electronic copy
- Title Page – include the respondent’s name, contact person and contact information
- Table of Contents
- Transmittal Letter:
  - a) A signed statement regarding the respondent’s understanding of the work to be done
  - b) A statement attesting that the respondent will perform the work according to professional standards
  - c) A statement that the respondent understands that, after a selection is made, all qualifications may be public records under the Pennsylvania Right to Know Law
  - d) A statement that neither the respondent nor any partner, principal, member, or officer of the firm is currently in violation of, or being investigated for violation of, any regulatory agency rules that may have a material impact on the firm’s ability to provide services requested
  - e) A statement that should the status of item (d) above change while the firm is under contract to the URA, the Consultant will notify the URA in writing within 30 days of discovery that such condition has changed and the general nature of the issue
- Technical Proposal:

Please respond to the following sections, clearly marking them accordingly. If you are unable to provide a response to a particular question, simply leave the section blank. Please do not provide any information other than what is specifically requested.

  1. Experience
    - Briefly describe similar consulting work your firm or team has completed.

- Please describe any innovative or unique aspects of previous relevant work which your firm or team helped to complete in any of the examples listed above. Please limit your discussion to three (3) examples.
  - Please describe your firm's or team's experience working with economically disadvantaged neighborhoods and/or communities of color.
2. Organization Profile  
Provide a brief profile of your firm using the format below:
- Number of total employees; and
  - Number of employees who will be dedicated to the CCIP Work Plan.
- The respondent shall submit with its proposal:
- Resumes of respondent's senior management, its leadership and its Pittsburgh-area location; and
  - Representative resumes of respondent's personnel and those of the subcontractors who will perform the services.
3. Biography of Assigned Principal Personnel - Identify the principal staff within the organization who will be working on the Work Plan. Please include the individuals' relevant experience and their work location.
4. References - Provide three (3) references from city or state governments or other entities that have worked with your firm on similar projects. Provide only references who have directly worked with one or more members of the firm's proposed team. Include the references' name, title, address, direct telephone number, and email address.
5. Primary Qualification - Provide a brief narrative that explains why your firm is best qualified to create the Work Plan.
6. Methods and Timeline - Provide a detailed narrative of methods and plan to carry out the scope of work; include a project timeline with key milestones.
7. Pricing - Describe how you will assess your costs to the URA. Please provide a line item budget estimate for the work.
8. MBE/WBE Participation - State as succinctly as possible what specifically your firm is doing to promote opportunities for women and minority professionals within your organization. MBE/WBE participation can be satisfied by:
- Ownership/Partnership of firm;
  - Employment levels of minorities and/or women in the organization;
  - Use of minorities and/or women as part of consultant team;
  - Firm's use of minority or women-owned businesses as vendors for legal, printing, office supplies, travel, etc.; and
  - Subcontracting with organizations owned and controlled by minorities and/or women. If this is to be done, that fact, and the name of the proposed subcontracting organizations, must be clearly

identified in the proposal. Following the award of the audit contract, no additional subcontracting will be allowed without the express prior written consent of the URA. The URA has a long history of diversity and inclusion within all of its programs and other activities. We encourage the full participation of minority and women business owners and professionals in this effort.

9. Other Information- Please provide any other information which you believe is pertinent to the URA's consideration of your firm. Please limit your response to no more than two (2) pages.

**SUBMISSION DEADLINE: Thursday, June 25, 2015 at 3 PM ET**

The respondent should submit one (1) electronic copy in PDF format and one (1) hard copy of the proposal package printed to double sides delivered by hand or Express Mail or other nationally-known overnight courier to:

**Karen Abrams**  
**URA**  
**200 Ross Street, 12<sup>th</sup> Floor**  
**Pittsburgh, PA 15219**  
[kabrams@ura.org](mailto:kabrams@ura.org)

**RFP INFORMATION SESSION**

The Information Session is designed to provide an opportunity for potential respondents to ask questions about the project and request RFP clarification.

- Date: Thursday, May 28, 2015
- Time: 3 PM ET
- Meeting Place: Elsie H. Hillman Auditorium at the Kaufmann Center  
1825 Centre Avenue – 2<sup>nd</sup> Floor, Large Conference Room  
Pittsburgh, PA 15219
- RSVP Contact: Clevera Creer, [ccreer@ura.org](mailto:ccreer@ura.org)
- Attendance is optional

**REVIEW OF PROPOSALS**

- Proposals submitted will be evaluated by the CCIP Executive Management Committee, who will present a recommendation to the URA Board of Directors for confirmation.

- Formal interviews of applicants will be scheduled at the discretion of the CCIP Executive Management Committee.
- During the evaluation process, the CCIP Executive Management Committee and/or the URA reserve the right, where it may serve the CCIP Executive Management Committee's and/or the URA's best interest(s), to request additional information or clarifications from applicants, or to allow corrections of errors or omissions.

**RFP Evaluation Period:** Friday, June 26 - Friday, July 10, 2015  
**Consultant Interviews:** Wednesday, July 22 - Friday, July 24, 2015  
**Contract Award Date:** Thursday, August 13, 2015 (URA Board Meeting)

**SELECTION CRITERIA**

- 30% - Experience – The respondent's experience in providing services similar to those within the Scope of Work described herein; the quality of the respondent's management, reputation and references; the respondent should have at least 3-5 years of experience in providing the services specified in its proposal to similar communities and entities
- 25% - Quality of Proposal – The quality of the proposal and the degree to which it demonstrates the respondent's full understanding of, and the ability to perform, the services to be rendered; the content of the proposal should demonstrate the respondent's full understanding of the Project.
- 15% - Commitment of Personnel – The terms under which the respondent will commit personnel without transfers and changes
- 15% - M/WBE Narrative or if the Consultant is an M/WBE – The respondent's proposed plans for encouraging participation by minority and women-owned business enterprises, particularly from the Greater Hill District and other distressed neighborhoods in the City, in connection to the services including consideration of the respondent's M/WBE Narrative and whether the respondent is an M/WBE
- 15% - The proposed fee and cost schedules – The respondent's breakdown of the proposed fee and cost schedule, which can include an overall breakdown for proposed phases of work and suggested interventions

**Mandatory Elements**

1. The respondent, including any and all team members, must have no conflict of interest with regard to any other work performed by the respondent for the URA or related entity, or members of the CCIP Executive Management Committee or the entities they represent.
2. The respondent must adhere to the instructions contained in this RFP in preparing the submitted proposal.

### **CONTRACT INFORMATION**

- Anticipated Contract Start Date – August 24, 2015
- Anticipated Contract Term – Up to one (1) year for the development of the Work Plan with the possibility to enter into a contract for up to two (2) additional years for the implementation of the Work Plan

### **LEGAL INFORMATION AND SELECTION PROCESS**

The CCIP Executive Management Committee will make a selection based on information in the response to the RFP submitted by the respondent, performance in previous undertakings and other pertinent factors.

The URA Board of Directors intends to make a decision based upon a recommendation from the CCIP Executive Management Committee.

During the selection process, the CCIP Executive Management Committee reserves the right, where it may serve the CCIP Executive Management Committee's best interest, to request additional information or clarifications from respondents, or to allow corrections of errors or omissions. At the discretion of the CCIP Executive Management Committee, individuals submitting proposals may be requested to make oral presentations as part of the selection process.

The CCIP Executive Management Committee shall have the right to verify the accuracy of all information submitted and to make such investigation, as it deems necessary, to determine the ability of a proposer to perform the obligations in the response.

The CCIP Executive Management Committee reserves the right to reject any response where the available evidence or information does not satisfy it that the proposer is qualified to carry out properly the obligations of the response, is a person or firm of good reputation or character for strict, complete and faithful performance of business obligations, or if the proposer refuses to cooperate with and assist CCIP Executive Management Committee in the making of such investigation.

All proposals will be retained by URA and CCIP Executive Management Committee. Rejected proposals will not be returned.

The respondent will not discriminate against or segregate any person or group of persons on any unlawful basis.

The CCIP Executive Management Committee shall be the sole judge as to which proposals best meet the selection criteria. The CCIP Executive Management Committee

reserves the right to reject any or all proposals received, to waive any submission requirements contained within this RFP or to waive any irregularities in any submitted proposal.

Proposals may be withdrawn by written notice received by the URA before the deadline for proposals. After the submission date, a proposal may not be withdrawn for a period of sixty (60) days, except by mutual consent between the URA and the respondent.

It is the respondent's sole responsibility to read and interpret this RFP and the written instructions contained herein. A respondent may correct errors and omissions discovered before the deadline for proposals by withdrawing the original proposal and resubmitting a new proposal before the deadline for proposals. Errors and omissions may not be corrected after the submission date except when the CCIP Executive Management Committee decides, in its sole discretion, to allow the correction.

This RFP is released subject to errors, omissions, and/or withdrawal, without notice by the URA at any time.

Addenda will be posted on the URA website and distributed via the [Developer Mailing List](#). All such addenda shall become part of the RFP documents and all respondents shall be bound by such addenda, whether or not received by the respondents.

#### **ADDITIONAL INFORMATION**

- [Community Collaboration and Implementation Plan \("CCIP"\)](#)
- [CCIP Framework Document](#)
- [Map of Lower Hill Redevelopment Site and Greater Hill District Neighborhoods](#)
- [Greater Hill District Master Plan](#)
- [Lower Hill Preliminary Land Development Plan](#)