

REQUEST FOR PROPOSALS (RFP)
Homewood Comprehensive Community Plan

RFP Issue Date: December 7, 2016
Due Date: January 13, 2017 at Noon ET



1. Introduction

The City of Pittsburgh’s Department of City Planning (“DCP”), in partnership with the Urban Redevelopment Authority of Pittsburgh (“URA”), Councilman Reverend Ricky Burgess, and the Homewood Community Development Collaborative (“HCDC”), is requesting proposals from a consultant, or consulting team, to undertake a Homewood Comprehensive Community Plan (“HCCP”). Throughout this document, “core team” will refer to: DCP, URA, Office of Councilman Reverend Ricky Burgess, and HCDC. The planning process will be led and managed by DCP.

2. Background

Context

“I believe we have the opportunity to establish a lasting role for Pittsburgh in the national and international debate around post-industrial cities. Pittsburgh can redefine what cities are for, how they work, how they look and feel, and who they serve.”

-Mayor Bill Peduto, p4 Pittsburgh

Pittsburgh is embracing this opportunity head on, working collaboratively to ensure our neighborhoods, infrastructure, and natural environment respond affirmatively to the challenges of a growing city. As Pittsburgh continues to rise in popularity, the city is committed to ensuring long-standing residents and businesses continue to feel a part of the fabric that makes this city great. This commitment is especially true for the neighborhood of Homewood.

History

Prior to the introduction of the Pennsylvania Railroad, Homewood was primarily a rural, wooded landscape consisting of farms and a few houses.¹ However, in 1852, the Pennsylvania Railroad began operations, running tracks from the East Liberty valley to downtown Pittsburgh. Shortly thereafter, a settlement began developing in Homewood, primarily around the newly built Homewood railroad station.² As industry proliferated and nearby neighborhoods became more overcrowded and polluted, the flourishing, mobile middle class desired new types of living.³ Their

¹ Sapolsky, Steven and Bartholomew Roselli. “Homewood-Brushton: A Century of Community Making”. Historical Society of Western Pennsylvania. 1987

² Sapolsky, Steven and Bartholomew Roselli. “Homewood-Brushton: A Century of Community Making”. Historical Society of Western Pennsylvania. 1987.

³ Sapolsky, Steven and Bartholomew Roselli. “Homewood-Brushton: A Century of Community Making”. Historical Society of Western Pennsylvania. 1987

ability to afford a commute to work, and a detached residential home drove them east, where communities such as Homewood had yet to be developed.⁴

Recognizing the increasing demand for new, less dense residential neighborhoods, construction of streetcar lines began in 1892, a network that extended from downtown Pittsburgh to the East End, and in particular, Homewood.⁵ Four lines were laid along four main streets of Homewood: Penn, Hamilton, Frankstown, and Lincoln Avenues.⁶ The introduction of the streetcar would change Homewood forever, transitioning the area from pastoral to urban. By 1910, it was estimated 30,000 people were living in Homewood. In twenty years, Homewood rose to become one of Pittsburgh's largest and most populated neighborhoods.⁷

Over the years, Homewood would remain desirable, as Homewood Avenue would become a bustling commercial district. In the 1950s, however, things would change, as an urban renewal effort for the Lower Hill District would displace an estimated 8,000 people, resulting in various migration patterns within the city, primarily for African-Americans.⁸ Homewood would become a destination for many of those displaced, shifting Homewood to a predominately African-American neighborhood.⁹ Consistent with predominately African-American neighborhoods in cities across the country, the Civil Rights Movement would have a significant impact on Homewood. The population would steadily decline, with an estimated loss of 19,021 residents between 1960 and 1990.¹⁰

Over the years, Homewood residents, stakeholders, and institutions have worked tirelessly to rebuild and envision a Homewood for the future. This planning process will build off of that foundation, and aim to establish a common vision and direction for Homewood.

⁴ Sapolsky, Steven and Bartholomew Roselli. "Homewood-Brushton: A Century of Community Making". Historical Society of Western Pennsylvania. 1987

⁵ Sapolsky, Steven and Bartholomew Roselli. "Homewood-Brushton: A Century of Community Making". Historical Society of Western Pennsylvania. 1987

⁶ Sapolsky, Steven and Bartholomew Roselli. "Homewood-Brushton: A Century of Community Making". Historical Society of Western Pennsylvania. 1987

⁷ Sapolsky, Steven and Bartholomew Roselli. "Homewood-Brushton: A Century of Community Making". Historical Society of Western Pennsylvania. 1987

⁸ "Homewood: A Community Profile." Prepared by the Allegheny County Department of Human Services for the Homewood Children's Village. 2010

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Homewood At-a-Glance

Homewood, located approximately 5.6 miles from downtown Pittsburgh, has a total land area of approximately 660 acres and consists of three neighborhoods: Homewood North, Homewood West, and Homewood South. In 2010, the census showed the combined population of the three neighborhoods was 6,442, or 2% of the city total population (305, 704). Racially, Homewood is predominately African-American, representing 94% of the total population.¹¹

Homewood consists of 5,194 parcels, and in 2010, there was estimated 2,990 structures in the neighborhood. Of these structures, the 2010 census revealed a total of 3,846 total housing units in the neighborhood, with 79% of these units occupied.¹² Furthermore, in August 2014, the community-based organization Operation Better Block performed an existing conditions survey of 5,160 parcels in the neighborhood. Of those parcels, their survey revealed a total of 2,603 structures, with 38.7% occupied and 11.7% vacant. The remaining 2,557 parcels were considered vacant, comprising of 49.6% of the parcels surveyed.¹³

Residential land use is the predominant use in Homewood, as 75% of the 660 acres are zoned residential. Mixed-use and industrial zoning occupies the majority of the remaining acreage.¹⁴

Homewood Community Development Collaborative

Working with leaders in the Homewood community, the political leadership of Mayor Peduto, Councilman Reverend Ricky Burgess, and PA State Representative Ed Gainey formally announced the development of the [HCDC](#) in [June 2015](#). The HCDC was established to building community and investment consensus around a comprehensive revitalization strategy for Homewood. The founding members of the HCDC include:

- [Building United of Southwestern Pennsylvania](#)
- [Community Empowerment Association](#)
- Homewood Concerned Citizens Council
- Homewood Renaissance Association
- [Operation Better Block](#)
- [Rosedale Block Cluster](#)
- Save Race Street Committee

¹¹ [PGH Snap](#). Sources of Data: 2010 Census, Claritas, and Department of City Planning

¹² [PGH Snap](#). Sources of Data: 2010 Census, Claritas, and Department of City Planning

¹³ Operation Better Block, [Final Consensus Vision Plans](#), 2015, pg. 12

¹⁴ [PGH Snap](#). Sources of Data: 2010 Census, Claritas, and Department of City Planning

3. HCCP Framing Points

- The city's [Comprehensive Plan](#) shall serve as guide for the HCCP. Ongoing elements of the Comprehensive Plan, along with supporting policies and initiatives, shall also provide guidance. Those include:
 - p4 Pittsburgh
 - Pittsburgh Planning Principles
 - Pittsburgh Design Action Plan
 - Public Art Plan
 - Affordable Housing Task Force Recommendations
 - Complete Streets Policy
 - Pittsburgh Bike Plan
 - Welcoming Pittsburgh Plan
 - Pittsburgh-Allegheny County My Brother's Keeper Playbook
 - Pittsburgh Roadmap for Inclusive Innovation
 - Pittsburgh Climate Action Plan
 - Preliminary Resilience Assessment
 - HELP Initiative

- Neighborhood plans are intended to be formally adopted by the City Planning Commission and incorporated in the city's Comprehensive Plan.
- The HCDC is a recently formed collaboration of seven community-based organizations serving the Homewood neighborhood. The HCDC shall serve as the facilitators of the HCCP.
- The HCCP shall serve as the basis for future planning activities, neighborhood design, and investment decisions.
- The Homewood neighborhood has ongoing and completed planning, market analyses, and transportation studies, all which should be advised and appropriately incorporated within the Homewood Comprehensive Community Plan.

4. Project Area



5. Scope of Services

Scope Detail

The selected consultant/team (“consultant”) will utilize its expertise to develop goals, policies, and implementation strategies to meet the long-range planning and development vision for Homewood. The selected consultant shall be culturally competent, and have experience applying imaginative, place-based revitalization strategies.

6. Categories and Tasks:

Core Team Structure

Task 1: Establish Governance Structure

1. The consultant will work with the core team on establishing guidelines and responsibilities regarding decision-making and communication for the duration of the comprehensive planning process. The DCP project manager shall serve as the primary contact between the consultant and the project partners and steering committee.
2. The consultant will work with the core team to establish the appropriate steering committee

for the duration of the comprehensive planning process. This steering committee shall consist of partners and stakeholders within and outside of Homewood. The core team will work with the consultant in selecting the appropriate members of the steering committee. The consultant will work to establish a strategic engagement structure with the steering committee for the duration of the planning process which will maximize and leverage the input and resources of the steering committee and its members.

Task 2: Goal and Vision Setting

1. The consultant will work with the core team in establishing goals and principles, and a shared vision for the planning process.

Engagement

Task 3: Establish the community engagement strategy

1. The consultant will work with the core team in developing an innovative, thorough engagement process designed for the duration of the planning process. This engagement process should be designed in manner to maximize the presence of the HCDC in the planning process.
2. The consultant will work with the core team and the steering committee in developing a branding and messaging strategy for the planning process.

Community Inventory

Task 4: Background Research and Data Collection

1. Working with the core team and steering committee, the consultant will identify all relevant studies, plans, initiatives, and projects both ongoing and completed in the Homewood neighborhood, and throughout various areas of the city and region. Homewood-specific plans to evaluate and reference include, but shall not be limited to, the following:
 - a. [Operation Better Block Final Consensus Vision and Cluster Plans*](#)
 - b. [Homewood Transit Oriented Development Study](#)
 - c. [Community Empowerment Association Urban Agenda](#)
 - d. [Homewood-Brushton Community Coalition Organization Strategic Plan](#)
 - e. Homewood-Brushton Community Coalition Organization Housing Development Strategy
 - f. Homewood Renaissance Association Community Strategy

*Completed in 2015, the Final Consensus Vision and Cluster Plan shall serve as the foundation for land use planning in the HCCP planning process.

2. The consultant shall conduct interviews with various members of the steering committee to refine their understanding of the various studies, plans, and projects identified. The consultant may interview stakeholders suggested by members of the core team and steering committee, as appropriate.
3. Working with the core team and steering committee, the consultant will collect and analyze all pertinent data in the neighborhood. Data collection shall include, but not be limited to, the following categories:
 - a. Public Health and Public Safety
 - b. Arts and Cultural Heritage
 - c. Environmental Sustainability
 - d. Education
 - e. Housing
 - f. Mobility and Transportation
 - g. Innovation and Entrepreneurship
 - h. Land Use (OBB Cluster Plan)
 - i. Urban Design
 - j. Workforce Development
4. The consultant shall suggest other categories and systems to analyze in order to provide a more thorough data collection process.

Task 5: Data Assessment

1. The consultant shall perform a comprehensive analysis of the research and data collected during Task 4. The consultant shall emphasize trends, demands, and linkages associated with the categories identified above, as well as categories identified during the implementation of Task 4.
2. The assessment shall be done on a granular level, assessing the data within sub-areas of Homewood.
3. Findings shall be articulated in an accessible manner through various visual and interactive tools. The consultant shall also produce presentation materials for public discussion.

Task 6: Feasibility Analysis

1. The consultant will work to understand if/where gaps exist in the systems analyzed in Task 5. These gaps shall be referenced in regard to local and regional needs, and trends and demands.
2. The consultant will work to understand the appropriate mechanisms towards addressing the gaps. The consultant shall outline financial, regulatory, or organizational needs in order to meet the gaps.
3. This analysis should recommend connections and framework for improvement, which shall influence plan development and planning priorities.
4. The consultant will work to reflect the analysis via a matrix, or similar tool designed for all users and stakeholders of the HCCP.

7. Plan Development

Task 1: Develop goals and objectives for each element of the plan

1. Introduce creative and innovative opportunities to increase the public health and safety of the neighborhood.
2. Emphasize the importance of arts on the social and economic vitality of the neighborhood.
3. Establish a robust design strategy for the neighborhood that focuses on the built form and public realm.
4. Reimagine vacant property use, addressing the long-term ownership and management of publicly-owned land.
5. Develop strategies for improved mobility, focusing on the public infrastructure within the neighborhood and various strategies for investment/improvement.
6. Think creatively and strategically around stormwater and green infrastructure improvements.
7. Provide bold housing strategies which reflects regional and national trends, and reference absorption and demand.
8. Institute a land use and zoning strategy which is flexible and responsive to the community vision.
9. Develop an economic and financing strategy that supports the vision and planning priorities.

Task 2: Implementation and Performance Management

1. Establish an action and implementation plan, including a metric-based evaluation system.
2. Acknowledge opportunities within the implementation plan for immediate, intermediate and long-term projects/products.
3. Clearly identify roles and responsibilities for appropriate stakeholders, both Homewood-based stakeholders and external stakeholders, as they relate to implementation projects.
4. Develop a system for long-term resident engagement. Identify creative opportunities for engagement as they relate to the implementation plan.

8. Budget

The budget for the Homewood Comprehensive Community Plan will not exceed \$150,000.

9. Proposal Requirements

ALL RESPONSES MUST BE RECEIVED BY THE RESPONSE DUE DATE AND TIME AS STATED IN THE RFP TIMELINE for consideration. Any late responses will not be reviewed. Submissions lacking one or more of the requested documents may be considered irregular. The URA reserves the right to reject any irregular submission and to waive any irregularity in submissions.

Each proposal submitted must contain the following (1-4) in completion.

The response should follow the general structure as outlined below.

1. Cover Letter

Limit to one page; letter should include:

- Company name, contact name, address, and email address; and
- Why this team is the most qualified to complete this project.

2. Consultant/Team and Firm Information

Briefly describe the roles of the consulting firm and subconsulting firms included on the team.

Please include the following for each firm:

- Name, address, and telephone number;
- Number and location of offices;
- Managing principal, CEO, or president;
- M/WBE Status;
- Legal actions currently pending against firm;
- Role on the team; and
- Resumes for key staff members assigned to the project.

3. Scope of Services/Fees

- A detailed narrative of methods and plan to carry out the scope of work
- A proposed fee schedule (subject to negotiation) of items specified in the Scope of Work; include hourly rates for key staff; describe the terms of payment
- Project timeline with key milestones

4. Relevant Projects and References

Limit three (3) projects, one page per project. Please include the following:

- Name and location of project;
- Size and cost of project;
- Name, address and telephone number of the client; and
- How the project relates to the Homewood Comprehensive Community Plan

10. Selection Process

The URA intends to select a proposer based upon information in the response to the RFP submitted by the proposer, performance in previous undertakings, and other pertinent factors. The selected respondent will be chosen on the basis of the selection criteria listed below.

The URA shall be the sole judge as to which respondent best meets the selection criteria. The URA reserves the right, in its sole discretion, to reject any or all proposals received, to waive any

submission requirements contained within this RFP, and to waive any irregularities in any submitted proposal.

A review committee will review each proposal submitted and shall recommend to the URA Board of Directors a proposer based upon their response to this RFP (the recommended respondent hereinafter called a “consultant”).

The URA reserves the right to verify the accuracy of all information submitted.

11. Consultant Selection Criteria

Selection for this assignment will be made on the basis of the following criteria:

1. Technical Expertise, Experience, and Access

The technical expertise, experience, and access of the consultant will be determined by the following factors:

- Overall experience and expertise of the consultant team;
- The expertise and professional level of the individuals proposed to conduct the work;
- Clarity and completeness of the proposal and the apparent general understanding of the work to be performed; and
- Demonstration of accessibility to the DCP and of responsiveness to community needs.

2. Procedures and Methods

Evaluation of procedures and methods will be determined by the following factors:

- Proposed methods and plan to conduct the scope of work in a thorough, objective and timely manner;
- Sequence and relationships between major tasks;
- Knowledge and understanding of the local environment; and
- Approach to project management.

3. Budget

Cost will be weighed in relation to the other proposals received and shall be evaluated relative to the number of professional consulting services dedicated to the project.

4. MWBE Participation

12. Proposal Submittal

All inquiries should be directed in writing to Andrew Dash. All questions submitted in writing by December 30, 2016, Noon ET will be responded to and made publicly available on the URA's website, (http://www.ura.org/working_with_us/proposals.php), by January 6, 2017, 5 PM ET. Inquiries received after that time will not be responded to.

Respondents should submit ten (10) hard copies of the proposal package with one electronic copy in a single bookmarked PDF format. Electronic copies of all documents required as part of the RFP can be sent either via email or flash drive. Flash drives will not be returned. All submissions should be directed to:

Andrew Dash, AICP, Assistant Director
Department of City Planning
200 Ross Street, 4th Floor
Pittsburgh, PA 15219
andrew.dash@pittsburghpa.gov

13. LEGAL INFORMATION

The URA 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 respondent(s) to perform the obligations in the response. The URA, in its discretion, reserves the right to reject any response when the available evidence or information does not satisfy the URA that the respondent(s) (i) is qualified to carry out properly the obligations of the response; (ii) is a person or firm of good reputation or character for strict, complete and faithful performance of business obligations; or (iii) if the respondent(s) refuses to cooperate with and assist the URA in the making of such investigation.

1. **Disclaimer of Liability:** Respondents acknowledge by submitting information and proposals to the URA that the URA does not undertake any obligations, and shall have no liability with respect to this RFP, and responses thereto, nor with respect to any matters related to any submission by a respondent.
2. **Minority- and Women-Owned Business Enterprises (MWBE) Requirements:** The selected respondent will be required to demonstrate a good faith effort to obtain minority and women owned business participation in the project. The URA's goal is 18 percent minority and 7 percent female participation. The successful applicant will be required to submit an MWBE plan as part of the project approval process.

3. The respondent, for itself and its employees, contractors, and primary subcontractors, agrees not to discriminate in employment, contracting, or any other matter against or segregate any person or group of persons on any unlawful basis or on the basis of sexual orientation, gender identity, and/or gender.
4. The URA reserves the right to accept an offer or proposal other than that which has the lowest price.
5. The URA shall be the sole judge as to which proposals and respondents best meet the selection criteria. Notwithstanding anything in this RFP to the contrary, URA reserves the right to reject any or all proposals received, to waive any submission requirements contained within this RFP, and to waive any irregularities in any submitted proposal.