

## **REQUEST FOR PROPOSALS (RFP)**

### **Consulting Services for Review of the Urban Redevelopment Authority of Pittsburgh's Minority and Women Business Enterprise (MWBE) Program**

**RFP Issue Date: Wednesday, February 24, 2016**  
**Proposal Due Date: Monday, March 28, 2016 by 2 PM ET**

#### **GOAL OF THE RFP**

The Urban Redevelopment Authority of Pittsburgh (URA) requests proposals from a consultant firm or consulting team ("the Consultant") for a review of the agency's MWBE program.

#### **BACKGROUND**

Inclusive business participation in local government contracting is an important source of income and jobs for communities of color and women. The URA has a successful history of reaching and exceeding contracting goals with these demographics. Through its Equity Working Group, the URA is seeking opportunities to improve outcomes for minority- and woman-owned firms (MWBE) doing business in the Pittsburgh region.

As part of its ongoing efforts to develop and guide the implementation of strategic initiatives to enhance equity, diversity and inclusion within the URA's operations and programs, the URA Equity Working Group is in the process of evaluating and restructuring the URA's MWBE compliance operations to ensure that they are proactive, robust and effective. This evaluation is anticipated to include the hiring of an outside consultant to conduct a survey of MWBE certified development, construction, architectural, engineering, and other firms operating in Pittsburgh to solicit feedback on the URA's MWBE compliance operations and the URA's role in promoting MWBE participation in development projects. Separately, URA staff are participating in an Equity and Inclusion initiative to evaluate best practices and make policy recommendations to improve MWBE access to business opportunities in Pittsburgh through the development of support networks serving these firms.

#### **OBJECTIVES**

The URA is seeking to determine if its current practice of procurement of goods and services is fair to all segments of the population of the Pittsburgh region. To meet this objective the study should:

1. Provide an assessment of the effectiveness, strengths and weaknesses of the URA's current MWBE program;
2. Recommend best practices for measuring and reporting MWBE participation; and
3. Provide tools to measure and account for improvements or failures in the MWBE program.

## **GENERAL INFORMATION**

1. Organizational and Operational Development, Procurement and/or Strategic Planning are required in the following areas of expertise – MWBE programs and goal setting, workforce development and human resources management. Knowledge of structure, operations and processes in public sector organizations is a plus.
2. Staffing -
  - 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 and direction and conduct of personnel and subcontractors during the term of the contract.
    - i. The respondent shall submit with its proposal: (1) resumes of its senior management, its leadership and the proposed relationship lead; and (2) representative resumes of its personnel and the subcontractors who will perform the services.
    - ii. The respondent, if selected, will be expected to use substantially the same personnel and subcontractors identified in the proposal to perform the services.
    - iii. All personnel furnished by the Consultant shall be employees, or approved subcontractors of the Consultant, and not of the URA or the City of Pittsburgh.
  - b. Consultant Team: Consultants that anticipate retaining subcontractors to provide a portion of the services should identify such subcontractors, the services to be provided, and the extent, if known, of the identity and title of the subcontractor personnel, and the hourly rates for such personnel in the Consultant's proposal.
  - c. Subcontractor: If selected, the Consultant will be authorized to enter into subcontracts for specialized services as required for the performance of the services.
    - i. Such authorization shall be subject to prior written approval by the URA.
    - ii. Criteria for approval includes scope of services, compensation and the principal responsible for supervising the performance of the subcontractor's activities.
    - iii. The Consultant, and not the URA, will be responsible for the subcontractor's work, acts and omissions.
    - iv. The proposal must identify one individual ("person in charge") who will have primary responsibility to supervise and coordinate the subcontractor services.

## **SCOPE OF SERVICES**

### **Scope 1: Review and Recommendations**

The first phase of work will include a study that identifies barriers that exclude people of color and women from contracting with the URA. Some of the anticipated activities of this work will include, but are not limited to:

1. Interviews:
  - a. URA staff who procure goods and services and who lend or grant funds
  - b. Certified MWBE firms and prime contractors, real estate development, architecture and engineering firms in the region
2. A scan of best practices of existing like-agencies and authorities throughout the country
3. Identifying successful local hiring practices around the region and the state
4. Identifying partnerships to assist with MWBE capacity building
5. Recommendations to restructure MWBE and Compliance programs

The goal is to better understand the existing landscape and the root causes or factors that create the inequities in contracting opportunities for MWBEs. Using the data collected, the URA will be positioned to modify the existing MWBE program to address any existing inequities.

### **Scope 2: Implementation Strategy and Measures**

1. A mission and vision for the URA's MWBE program
2. A new set of policies to reflect the mission and vision of the program based on recommendations
3. The creation of a job description for a new staff member to oversee the program
4. Directives on crafting proposal for future disparity and availability study

The goals for these activities are to make the necessary changes in practice and behavior at the URA to foster a more inclusive contracting process. The URA wants to ensure that strategies are in line with desired outcomes, and there is a mechanism that will allow each department to evaluate and be accountable to these strategies.

## **DELIVERABLES**

1. Detailed report that includes review of the existing MWBE program and recommendations (policies, procedures and practices)
2. Presentation of data to URA staff and board
3. Job description for new employee to implement recommendations and oversee MWBE program

## **BUDGET**

The budget for this project should not exceed \$50,000.00.

## **PROPOSAL SUBMISSION REQUIREMENTS**

1. Number of Sets of Proposals to be submitted: One (1) hard copy and one (1) electronic copy
2. Title Page – include the Consultant’s name, contact person and contact information
3. Table of Contents
4. Transmittal Letter:
  - a. A signed statement regarding the respondent’s understanding of the work to be done
  - b. A statement attesting that the Consultant 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 Consultant 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 changed and the general nature of the issue

5. 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.

a. Experience

- i. Briefly describe similar consulting work your firm or team has completed.
- ii. 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.
- iii. Please describe your firm’s or team’s experience working with economically disadvantaged neighborhoods and/or communities of color.

b. Organization Profile

Provide a brief profile of your firm using the format below:

- i. Number of total employees; and
- ii. Number of employees who will be dedicated to the work.

The respondent shall submit with its proposal:

- i. Resumes of Consultant’s senior management, its leadership and the proposed relationship lead; and
- ii. Representative resumes of Consultant’s personnel and those of the subcontractors who will perform the services.

- c. Biography of Assigned Principal Personnel - Identify the staff within the organization who will be working on the Work Plan. Please include the individuals’ relevant experience and their work location.

- d. 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 reference's name, title, address, direct telephone number, and email address.
- e. Primary Qualification - Provide a brief narrative that explains why your firm is best qualified to create the Work Plan.
- f. 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.
- g. Pricing - Describe how you will assess your costs to the URA. Please provide a line item budget estimate for the work.
- h. MWBE Participation - State as succinctly as possible what specifically your firm is doing to promote opportunities for women and minority professionals within your organization. MWBE 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. The URA encourages the full participation of minority and women business owners and professionals in this effort.
- i. 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: Monday, March 28, 2016 by 2 PM ET**

The respondent should submit one (1) electronic copy in a bookmarked 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**  
**Urban Redevelopment Authority of Pittsburgh**  
**200 Ross Street, 12<sup>th</sup> Floor**  
**Pittsburgh, PA 15219**  
[kabrams@ura.org](mailto:kabrams@ura.org)

## **REVIEW OF PROPOSALS**

- Proposals submitted will be evaluated by the selected steering committee comprised of URA staff and board members and relevant City of Pittsburgh staff.
- Formal interviews of respondents will be scheduled at the discretion of the steering committee.
- During the evaluation process the URA reserves the right to request additional information or clarifications from respondents, or to allow corrections of errors or omissions.

<b>RFP Evaluation Period</b>	Tuesday, March 29, 2016 - Friday, April 8, 2016
<b>Consultant Interviews</b>	Friday, April 22, 2016 - Friday, April 29, 2016
<b>Contract Award Date</b>	Thursday, May 12, 2016 (URA Board Meeting)

## **SELECTION CRITERIA**

- **30% - Experience** – The Consultant’s experience in providing services similar to those within the Scope of Services described herein; the quality of the Consultant’s management, reputation and references; the Consultant 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 Consultant’s full understanding of, and the ability to perform, the services to be rendered; the content of the proposal should demonstrate the Consultant’s full understanding of the Project.
- **25% - MWBE Narrative or if the Consultant is an MWBE** – The Consultant’s MWBE Narrative and whether the Consultant is an MWBE
- **10% - Commitment of Personnel** – The terms under which the Consultant will commit personnel without transfers and changes
- **10% - Proposed Fee and Cost Schedules** – The Consultant’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.
2. The respondent must adhere to the instructions contained in this RFP in preparing the submitted proposal.

## **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 prospective Consultant(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 prospective Consultant(s) 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 prospective Consultant(s) refuses to cooperate with and assist URA in the making of such investigation.

## **CONTRACT INFORMATION**

- Anticipated Contract Start Date – June 1, 2016
- Anticipated Contract Term – Up to 6 months