

NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION

REQUEST FOR PROPOSALS¹

Your company and other consultants receiving this RFP (each, a “Consultant” and together, the “Consultants”) have each entered into retainer contracts with NYCEDC for the provision of Management and Economic Development Consultant Services (each, a “Contract”).

Through this Request for Proposals (“RFP”), NYCEDC seeks a Consultant to provide the specific Services described in Exhibit A for the NYC Office of Housing Recovery Operations (“HRO”). NYCEDC has long-standing experience and staff knowledge in the area of specialized qualification procurements involving construction. HRO is benefitting from that expertise by having NYCEDC procure and administer the necessary services for HRO’s housing program to be funded with CDBG-DR funds so that the housing program can be implemented efficiently and assistance can be provided to residents affected by Sandy in a timely manner.

NYCEDC invites the Consultants to submit proposals in response to this RFP. The additional Services shall be performed under the terms and conditions of the selected Consultant’s Contract as amended by this RFP. As part of its proposal, each Consultant must submit its Rate Schedule in the form attached hereto as Exhibit B.

Subject to the availability of funds and the responses to this RFP, NYCEDC will select a Consultant to provide the additional Services. The Consultant or its Consultant Team shall be experienced in all aspects of the additional Services. The Consultant will commence the additional Services upon a written notice to proceed from NYCEDC.

In order to be considered responsive, your proposal must include and conform to all of the items listed below. Proposals must be submitted electronically and in hard copies in a sealed envelope to the attention of the recipient listed below and labeled as **“PROPOSAL FOR NYC HOUSING RECOVERY OPERATIONS SUPPORT”**.

The Rate Schedule must be submitted electronically and in hard copies in a separate sealed envelope to the attention of the recipient listed below and labeled as **“PRICE PROPOSAL FOR NYC HOUSING RECOVERY OPERATIONS SUPPORT”**.

Both envelopes must be submitted together.

1. Envelope #1 (Proposal Envelope)

In a sealed envelope, place **six (6) hard copies** of your proposal. Proposals must contain following:

- a. A cover letter
- b. An explanation of your understanding of the scope
- c. A description of your general approach

¹ All undefined capitalized terms set forth in this RFP shall have the same definitions as set forth in the Contract.

- d. Prior relevant experience for the firm, sub-consultants and for key staff being proposed
- e. References
- f. Key staff and project organization chart

The explanation of your understanding of the scope, description of your general approach, and prior relevant experience should be limited to 12 pages total. Resumes for key staff can be attached. No review is guaranteed for additional items.

2. Envelope # 2 (Fee and Rate Envelope)

In a second sealed envelope place **six (6) copies** of a complete Rate Schedule for the additional Services. All Fee and Rate Schedules should be submitted in the form attached hereto as Appendix B. **NYCEDC will not consider Rate Schedules that do not follow the prescribed formats.**

Responses that are not enclosed in two sealed envelopes as aforesaid and/or are not properly labeled and/or are received by a person other than the person named below may, in NYCEDC's sole discretion, be considered "not responsive" and may be rejected by NYCEDC. You should include a cover letter summarizing key points of your proposal.

3. Specific Terms, Deadlines and Requirements.

- a. Anticipated Contract Amendment Execution Date: **Friday, July 12, 2013**
- b. Anticipated Term for Completion of Services: **24 months**

4. Submission Requirements.

- a. **Label on Envelopes:**
 - (i) Envelope #1 – **"PROPOSAL FOR NYC HOUSING RECOVERY OPERATIONS SUPPORT"**
 - (ii) Envelope #2 – **"PRICE PROPOSAL FOR NYC HOUSING RECOVERY OPERATIONS SUPPORT"**

- b. **Submission Deadline:**

- (i) **Date: Monday, July 8, 2013**
 - (ii) **Time: 5:00 p.m.**

Both envelopes should be submitted together

- c. **Method:**

Hard copies: By Hand, Messenger Service, or Nationally Known Overnight Courier

Electronic copy: phill@nycedc.com

- d. **Recipient:** Peter Hill
Project Manager
Strategic Planning

- e. **Address:** NYCEDC
110 William Street, 6th Floor
New York, NY 10038

- 5. Selection Criteria.** Selection of a Consultant, if any, to perform the additional Services may include, without limitation, the following criteria:
- A.** The Consultant's experience in providing services similar to the additional Services described in the accompanying Scope of Services.
 - B.** The quality of the Consultant's management, reputation and references and the quality of the proposed Consultant's team.
 - C.** The terms under which the Consultant will commit its personnel and, as applicable, the personnel of the Consultant's team members, without transfers and changes that would affect any current work with NYCEDC, NYC Housing Recovery Operations or the City.
 - D.** The Consultant's demonstration of experience with respect to and expertise in all of the specific CDBG Disaster Recovery Services contemplated in the accompanying Scope of Services.
 - E.** The quality of the proposal and the degree to which it demonstrates the Consultant's full understanding of and the ability to perform the additional Services.
 - F.** Absence of any default in Consultant's financial obligations to the City.
 - G.** The proposed Rate Schedule.

EXHIBIT A
SCOPE OF SERVICES

I. Background

A. Summary of Scope

The Mayor's Office of Housing Recovery Operations (HRO) requests services to assist in providing permanent housing solutions in the aftermath of the late season hurricane event that hit New York in October 2012 known as Superstorm Sandy. The HRO was created by Executive Order of the Mayor's Office with the mission of returning New York City residents to a permanent home within 18 months of the disaster. In order to achieve its mission, HRO has created a program to utilize Community Development Block Grant Disaster Relief ("CDBG-DR") funding from the U.S. Department of Housing and Urban Development ("HUD"), and will need the following support:

- Support in the development, coordination, and operation of CDBG-DR funded housing programs, including recommendations and refinement of operational models and procedures, management analysis, general project management, and operations recommendations,
- Communications and outreach support to NYC communities
- Support in federal environmental review requirements
- Refinement of "unmet" need estimates as defined by HUD in its Disaster Relief Appropriations Act of 2013 (Public Law 113-2, January 29, 2013) based on data from program applicants and damage assessments of properties
- Analysis of client characteristics and comparison to demography of affected neighborhoods, and support of outreach activities to ensure program participation
- Support the ongoing activities of the Program Management Office
- Support HRO's efforts to obtain additional federal funding, which includes, among other things, creating and modifying Action Plans
- Post-implementation review and evaluation of program results.

B. Mission

HRO leverages and coordinates housing resources from all sources to identify a permanent, sustainable housing solution for New York City residents displaced from their homes due to direct storm damages.

As a centerpiece of this mission, HRO has coordinated the launch of the NYC Build it Back program utilizing CDBG-DR funding. This program will provide assistance to homeowners, landlords, and renters whose properties were damaged by Sandy.

The City will have two programs, each with multiple permanent housing recovery paths, that maximize coordination across agencies. In this way, the City's programs will leverage scale, where possible, while providing solutions tailored for the different needs of homeowners or landlords in need of assistance (i.e., solutions may be tailored by geography, building type, and size).

Specifically, the City will have the following core programs to provide assistance to those whose homes suffered damage from Sandy:

NYC Build it Back

Grants for reconstruction or rehabilitation of homes that have been destroyed or damaged by Sandy. Assistance will incorporate resilience measures for homes that are destroyed or have substantial damage, as defined by the Department of Buildings.

The City will also use CDBG-DR funds to create a rental subsidy program to serve extremely low-income households displaced by Hurricane Sandy. The City will assist households in finding apartments in the existing affordable housing portfolio.

NYC Build it Back provides several pathways to help return to permanent, sustainable housing: Repair, Rebuild, Reimbursement and Acquisition:

- **Repair:** If the home needs repairs, NYC Build it Back will assign an architect/engineer to determine the required repairs and assign a construction contractor to complete the work, or the homeowner can use their own construction contractor to do the work, following program guidelines and cost restrictions. NYC Build it Back will make payments directly to the construction contractors.
- **Rebuild:** If the home needs to be rebuilt, the owner may choose from several customizable model homes designed specifically for the community. He or she may also choose the construction contractor, following program guidelines and within cost restrictions. NYC Build it Back will make payments directly to the contractor.
- **Reimbursement:** If owner already spent their own funds to make repairs to their home, they may be eligible for reimbursement based on receipts for work done and items purchased.
- **Acquisition/Buyout:** The homeowner may also have the option of voluntarily selling their home to the government. New York City and New York State have been working together to determine where it makes sense to purchase properties and return them to undeveloped, open space ([NY State Buyout Program](#)), and where it makes sense to purchase properties that can be redeveloped to more resilient standards.

Multi-family Building Rehabilitation

NYC Build it Back has a Multi-family Building Rehabilitation Program designed to assist owners of properties with five or more apartments within all five boroughs affected by Hurricane Sandy. Rental properties, condominiums, and cooperative buildings are all potentially eligible. Financial assistance will be provided as a forgivable loan to cover unmet need for rehabilitation of buildings that sustained damage as a result of Sandy. In addition, the City intends to strengthen the housing infrastructure by identifying opportunities to increase resiliency against future events.

The Program's objectives include:

- Assist properties affected by Sandy by funding the unmet need for the rehabilitation of eligible multi-family buildings. Work funded may include repairing damage to common spaces, mechanical systems, and individual apartments. "Unmet need" is the difference between the total cost of the repairs, less any amount paid to the property owner from any other sources, including insurance.
- Help multi-family buildings affected by Sandy by improving the resilience of their properties while restoring their buildings.
- Prioritize assistance to NYC's most vulnerable populations, including residents with low to moderate income, and properties which suffered the most severe damage.

C. Premises

Important premises guiding the work of HRO include:

- All displaced New York City residents will be re-housed within the five boroughs unless they purposefully choose to relocate elsewhere.
- New rebuilding requirements related to floodplain changes; building codes, including those related to accessibility; and other planning requirements will have to be incorporated into all housing recovery strategies.
- Housing recovery will be incremental and will require a combined and sustained effort by various federal, state, local, non-profit, and private sector entities.
- Special attention and enhanced casework will be required for many New York City residents displaced by Superstorm Sandy, including those whose homes were entirely or substantially destroyed, displaced tenants, lower income families, and those with disability-related housing needs.
- Residents in the most severely impacted locations will also require information and guidance about housing rebuilding and recovery that can be coordinated through the HRO.

D. Considerations

The following considerations will be integrated throughout all HRO activities:

- Operations will be data driven without losing awareness of the human component.

- Demand for and supply of interim and permanent housing solutions will be matched intelligently.
- Cases will be tracked through their full lifecycle through to completion (i.e., permanent housing solution), whether that is achieved in the short, intermediate or long-term timeline.
- Focus will be on outcome versus process.
- HRO will play a leadership role in post-disaster housing, while leveraging the enormous capabilities of other city agencies and entities to the maximum extent possible.

E. Overview of the Housing Recovery Operations Organization

The HRO is organized into three functional areas: Planning, Program and Policy Integration, and Program Management Operations, with close alignment to External Affairs and shared support functions. The Consultant will support all areas as needed, however the Consultant will be integrated into and take direction from Program Management Operations.

II. Services

A. General Services

The Services requested herein pertain to **Workstream I: Sector Analysis and Strategic Planning, Workstream III: Operations, Process and Change Management, and Workstream IV: Project Management** of the NYCEDC On-Call Management and Economic Development Consulting Services contract (Project Code# 2664), which include the areas of work listed below:

- Sector analysis
- Market Sizing and Segmentation
- Needs Assessment and Audit of City Strengths and Weaknesses
- Market Opportunity
- Recommendations
- Implementation Plans
- Facilitation of Knowledge Sharing
- Performance drivers
- Management analysis
- Change readiness analysis
- Operations recommendations
- Implementation strategy
- Implementation planning
- Evaluation of results
- Post-implementation review
- Development and implementation of initiatives
- General project management

B. Specific Services

Consultant Tasks

The Consultant will deliver the following products to support the HRO, with efforts beginning immediately upon the award of contract and continuing for approximately 24 months. The Project Manager will assign tasks throughout the term of the contract based on needs described below, using the attached rate schedule. Where tasks involve support and deliverables as needed/required, the Project Manager will assign tasks and may request specific qualifications and experience/expertise corresponding with the levels in the Rate Schedule.

Task I – Communications and Outreach Support

The Consultant will provide expert services and support to the City for Program Outreach to Sandy victims and the broader NYC community. Outreach efforts have included soliciting community and stakeholder input from constituents, elected officials, and community groups,

fostering dialogue from small group conversations to large-town hall style meetings, leveraging existing outreach efforts across NYC agencies, and direct engagement through online social media.

Support will include analysis of the effectiveness of existing outreach activities, development of detailed strategies to reach targeted communities and demographics, and the development and production of a suite of multi-media communication materials to support effective outreach.

1st Deliverable Due Weekly: Analysis of the effectiveness of existing outreach activities based on target demographics in affected areas

2nd Deliverable Due Monthly for 6 months, then as required: Development of detailed strategies to reach targeted communities and demographics

3rd Deliverable Due Monthly for 6 months, then as required: Development and production of a suite of multi-media communication materials to support effective outreach

Task II – Programmatic Environmental Support

An environmental review is the process of reviewing a property (“project”) and its potential environmental impacts to determine whether it meets federal, state, and local environmental standards. The environmental review process is triggered when federal funds are used solely or in combination with other funds to finance a project. All projects receiving HUD assistance must have an environmental review in compliance with 24 CFR Part 58 to ensure that the proposed project does not negatively impact the surrounding environment and that the project site itself is safe for development. Every project’s environmental impact must be in compliance with the National Environmental Protection Act (NEPA), and other related Federal and state environmental laws. Environmental review responsibilities must be completed prior to implementation and committal (obligation) of any funds for the approved project, but the extent of the review varies.

The Environmental Reviews will follow the Tiering process described at 24 CFR 58.15. The Tier 1 environmental review involves a broad analysis of relevant, general environmental conditions in the target area. The Tier 1 review also provides structure for the Tier 2 review by establishing procedures for site-specific environmental compliance. The Tier 2 review focuses on site-specific environmental conditions that cannot be adequately evaluated at the Tier 1 level.

A Tier 1 Environmental Review is expected to be out for Public Comment prior to the start of this effort. The Consultant will provide expert services in support of the completion of the Tier 1 Environmental Review. Services could include but would not be limited to response to public comment on the potential impact of the proposed program activities on the environment, revision to the Tier 1 Environmental Review based on public input and Agency Consultations, development and negotiation of Programmatic Agreements with Agencies or stakeholder groups

with regard to environmental, cultural, or historic mitigations, etc. Provide support to ensure compliance with the Tier 1 and HUD NEPA requirements during the execution of lower tier (Tier 2) analyses. Support the coordination and publication of required public notices under the Environmental Compliance Program.

1st Deliverable: Support the completion of the Tier 1 Environmental Review, including but not be limited to response to public comment on the potential impact of the proposed program activities on the environment, revision to the Tier 1 Environmental Review based on public input and Agency Consultations

2nd Deliverable: Compliance reviews of Tier 1 and 2 Environmental Reviews, including providing support to ensure compliance with the Tier 1 and HUD NEPA requirements during the execution of lower tier (Tier 2) analyses and supporting the coordination and publication of required public notices under the Environmental Compliance Program

Task III – Program Management Operations Support

The Program Management Office (PMO) oversees the execution of the Housing Recovery Program. PMO provides overall generation administration as well as support to our vendors.

The Consultant shall provide Subject Matter Experts and staff augmentation for the Program Management Office, as required, to support the implementation of the City’s Housing Recovery Operations. Support could include but is not limited to the following areas: Project Controls Specialists, Cost Controls, Document Management, Quality Assurance/Quality Control Specialists, Financial Analysts, CDBG-DR Experts, Duplication of Benefits Experts, Fair Housing Experts, and Data and Reporting Analysts. The Consultant will support ad-hoc problem-solving design-related hurdles as they arise.

Task IV – CDBG-DR Policy Support

The City's housing recovery programs are designed to meet the unmet housing assistance needs described in the NYC CDBG-DR Action Plan (<http://www.nyc.gov/cdbg>), which is incorporated into this solicitation by reference, and help people affected by Hurricane Sandy – including homeowners and tenants of rental properties – achieve permanent, sustainable housing solutions that allow them to remain in New York City and, where possible, return to their neighborhoods.

The objectives of the programs include:

1. Help people affected by Sandy directly by replacing and rehabilitating housing units, including identifying opportunities for mitigation enhancement measures;
2. Help people affected by Sandy by improving the resilience of their housing units while restoring their buildings/residences;
3. Support resilience improvements to reduce risk and strengthen neighborhoods in flood zones; and,

4. Leverage philanthropic investments to address immediate gaps with flexible capital and maximize CDBG-DR dollars at scale.

To pursue these objectives, the City has built programs that incorporate lessons from past disasters; built upon stakeholder input from agencies and relevant organizations across the city, state, and national levels; and, leveraged the experience of locally-based organizations to ensure the diverse needs and particular contexts of NYC's affected residents are addressed. HRO's focus is to provide assistance to affected New Yorkers quickly while ensuring accountability and proper use of funds. HRO has also accounted for the complexities faced by affected residents working through the assistance process and therefore embedded quality customer service and counseling options to help people understand their options and the impacts (financial and otherwise) of their decisions. The City's strategy will balance speedy response with adequate planning, support equity, and take into account the distinct needs of different communities and abilities of those community members. For program operations, the City will maximize private and non-profit sector expertise and the deep experience of the housing infrastructure in NYC while putting appropriate accountability and oversight mechanisms in place to ensure compliance with HUD regulatory requirements found at 24 CFR 570 and as defined by HUD in its Disaster Relief Appropriations Act of 2013 (Public Law 113-2, January 29, 2013).

The City's housing recovery programs are designed to meet the unmet housing assistance needs described in the NYC CDBG-DR Action Plan and help people affected by Hurricane Sandy – including homeowners and tenants of rental properties – achieve permanent, sustainable housing solutions that allow them to remain in New York City and, where possible, return to their neighborhoods.

The Consultant shall provide expert support in monitoring the effectiveness of the Housing Recovery Program and, as necessary, support changes to the Action Plan and ongoing program design. In addition, the Consultant shall monitor the effectiveness and appropriateness of established Program Guidelines, Policies and Procedures. The Consultant will provide expert review and analysis in support of appropriate revisions or waivers, as necessary, to ensure consistency throughout the program execution.

III. Timeline

The expected duration of this effort is for the duration of the CDBG-DR Housing Program or 24 months.

RATE SCHEDULE

	Hourly Rate*
Senior Partner	
Partner	
Project Manager	
Senior Consultant	
Consultant	
Production	
Administrative	
Project Controls Specialists	
Quality Assurance/Quality Control Specialists	
Financial Analysts	
CDBG-DR Experts	
Fair Housing Experts	
Data and Reporting Analysts	
Duplication of Benefits Expert	

*The Hourly Rate must include staff time and all materials required to perform the services. No multiplier overhead, administrative fee or other mark up will be paid to Consultant for Subcontractors' Costs or Allowable Additional Costs, unless agreed to in advance in writing by NYCEDC.

The Consultant shall submit to the NYCEDC Project Manager, not more than once per calendar month, a Requisition setting forth in detail, for the period for which partial payment is requested:

- (i) Services performed by Consultant's Principal and by its professional and technical staff on the Project Assignment;
- (ii) the number of hours worked by each such Principal and its professional and technical staff in connection with the Services performed on the Project Assignment during the billing period;
- (iii) actual salaries incurred during such month;
- (iv) Allowable Additional Costs incurred during the billing period;
- (v) Subcontractors' Costs incurred during the billing period;
- (vii) the amount of partial payment requested.