



Christopher J. Gagliastro, MCPPO
Purchasing Agent

RFP NO. 8145-W4
ISSUANCE DATE: 1/29/24

BUYER: Christopher J. Gagliastro, MCPPO

**AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER
REQUEST FOR PROPOSALS
NOTICE TO PROPOSERS**

RFP TITLE: Consultant – Worcester Housing Production Plan / E.D.

REFER TO PAGE 7 FOR PROPOSAL SUBMISSION INFORMATION

General Conditions:

All proposals are subject to the terms, conditions and specifications herein set forth:

1. **Scope: Provide professional consulting services in support of the creation of a five-year Housing Production Plan (HPP) for the City of Worcester Executive Office of Economic Development as per the attached requirements and specifications.**
2. A certified check or bid bond made payable to the "City Treasurer, City of Worcester" in the amount of N/A must accompany this proposal. This must be submitted under separate sealed cover marked "Proposal Security." In the case of default, the surety shall be forfeited to the City as liquidated damages.
3. All terms and conditions are applicable to this proposal except the following section(s) which are hereby deleted from this RFP: 4, 22, 23, 27
4. A performance bond in the amount of not applicable will be required. If this proposal is accepted by the City and the Proposer shall fail to contract as set forth in these requirements and to give a bond in the aforementioned amount, within ten (10) days, (not including Sundays, Saturdays, or a legal Holiday) from the date of the mailing of a notice from the City to the Proposer, according to the address given herewith, that the contract is ready for signature, the City may by option determine that the proposer has abandoned the contract and thereupon the proposal and acceptance shall be null and void and the proposal security accompanying this proposal shall become the property of the City as liquidated damages. Performance bond shall be on the City's form only.

Any prospective proposer requesting a change in or interpretation of existing specifications or terms and conditions must do so within 5 days (Saturdays, Sundays, and Legal Holidays excluded) before scheduled proposal opening date. All requests are to be in writing to the Purchasing Division. No changes will be considered nor will any interpretation issued unless request is in our hands within 5 days (Saturdays, Sundays, and Legal Holidays excluded) before scheduled proposal submission date.

Any inquiries related to technical or contractual matters must be submitted in writing to:

**Christopher J. Gagliastro, MCPPO
Purchasing Director
City of Worcester, City Hall
455 Main Street, Room 201
Worcester, MA 01608
gagliastroc@worcesterma.gov**

5. Nothing herein is intended to exclude any responsible Proposer or in any way restrain competition. All responsible Proposers are encouraged to submit proposals. The City encourages participation by Minority and Women Owned Business Enterprises (M/WBE).
6. The following meanings are attached to the defined words when used in this RFP.
 - a) The word "City" means The City of Worcester, Massachusetts.
 - b) The word "Proposer" or "Respondent" means the person, firm or corporation submitting proposal on these specifications or any part thereof.
 - c) The word "Contractor" means the person, firm or corporation with whom the contract is made by carrying out the provisions of these specifications and the contract.
 - d) The words "Firm Price" shall mean a guarantee against price increase during the life of the contract.
7. All proposals and other documents relating to this RFP are subject to the public records provisions of M.G.L. c.30B and shall remain confidential until the time specified in c.30B section 6 (d).
8. All material submitted by vendors becomes the property of the City. The City is under no obligations to return any of the material submitted by a vendor in response to this RFP.
9. Each vendor's proposal must remain in effect for at least 120 days from the deadline for its submission. The City will decide upon acceptance within 120 days of submission.
10. It is understood and agreed that it shall be a material breach of any contract resulting from this RFP for the Contractor to engage in any practice which shall violate any provision of Massachusetts General Laws, Chapter 151B, relative to discrimination in hiring, discharge, compensation, or terms, conditions or privileges of employment because of race, color,

religious creed, national origin, sex, age or ancestry.

11. The City reserves the right to accept or reject any or all proposals submitted and waive informalities and technicalities.
12. The City will review and analyze each proposal and reserve the right to interview selected proposers. The City shall select the proposer, which in the City's opinion, has made the proposal best suited to the needs and goals of the City and its operations and deemed to be in compliance with the terms of this RFP.
13. The Contractor will be required to indemnify and save harmless the City of Worcester for all damages to life and property that may occur due to his or her negligence or that of his or her employees, subcontractors, etc. during the contract derived from this RFP.
14. The Contract Agreement will be drafted by the City's Law Department in compliance with the terms of the RFP and may incorporate the terms of this RFP and of the proposal selected.
15. The Proposer must certify that no official or employee of the City of Worcester, Massachusetts, is pecuniarily interested in this proposal or in the contract which the proposer offers to execute or in expected profits to arise therefrom, unless there has been compliance with the provisions of G.L.C. 43 section 27, and that this proposal is made in good faith without fraud or collusion or connection with any other person submitting a proposal.
16. Any proposal withdrawn after time and date specified, the proposer shall forfeit deposit on proposal as liquidated damages.
17. A vendor conference will be held as follows: n / a
18. The Contractor shall not assign, transfer, sublet, convey or otherwise dispose of any contract which results from this RFP, or its right, title or interest therein or its power to execute the same to any other person, firm, partnership, company or corporation without the previous consent in writing of the City. Should the Contractor attempt any of the above without the written consent of the City, the City reserves the right to declare the Contractor in default and terminate the contract for cause.
19. The Contractor shall obtain and maintain in force at all times during the term of the contract derived from this RFP, insurance coverage pertaining to Public Liability, Property Damage and Worker's Compensation as outlined in Section IV. INSURANCE REQUIREMENTS of this RFP.
20. The Contractor shall carry Public Liability Insurance with an insurance company satisfactory to the City so as to save the City harmless from any and all claims for damages arising out of bodily injury to or death of any person or persons, and for all claims for damages arising out of injury to or destruction of property caused by accident resulting from the use of implements, equipment or labor used in the performance of the contract or from any neglect, default or omission, or want of proper care, or misconduct on the part of the Contractor or for anyone in his or her employ during the execution of the contract derived from this RFP.
21. Prior to starting on the contract derived from this RFP, the Contractor shall deposit with the Purchasing Division, certificate from the insurer to the effect that the insurance policies

required in the above paragraph have been issued to the Contractor. The certificates must be on a form satisfactory to the City.

22. All prices quoted must include inside delivery, and set-up in place F.O.B. destination to pre-designated City of Worcester departments.
23. No special charges will be allowed for rigging, packing, crating, freight, express, or carriage unless specifically stated and included in the vendor's proposal.
24. The award to the successful proposer may be cancelled in the event of vendor nonperformance as may be determined by the City.
25. The successful proposer shall comply with all applicable federal, state and local laws, ordinances, and regulations. The awarded contract shall be governed under the laws of the Commonwealth of Massachusetts.
26. Purchases made by the City are exempt from Federal and Massachusetts state taxes and proposal prices must exclude any such taxes. Tax exemption certificates will be furnished upon request.
27. When the contract is executed, a performance bond, in the full amount of the contract, is required. See paragraph 4. The bond will be of a surety company qualified to do business under the laws of the Commonwealth of Massachusetts. The cost of this bond is the vendor's responsibility. Bonds shall remain in force and effect thru the performance of the contract.
28. Expenditures by the City and authorization to spend for particular purposes are made on fiscal year basis. The City's fiscal year is the twelve-month period ending June 30 of each year. The obligations of the City under any agreement to be reached are subject to the appropriation or authorization of the necessary funds. The City agrees to make reasonable efforts to obtain funding and all necessary authorization.
29. No amendment to the contract shall be effective unless it is in writing and signed by authorized representatives of both parties and is accepted by the City of Worcester.
30. The vendor (and its insurers, if any) shall bear all risk of loss or damage to the equipment which occurs in transit to the user site. The risk of loss or damage to purchased equipment shall remain with the vendor until the purchase price has been paid and title has passed. The vendor shall also bear the risk of loss or damage to leased or rented equipment during the City of Worcester's possession and use thereof subject, however to such conditions and limitations as may be stated elsewhere in the contract.
31. The vendor shall not assign or in any way transfer any interest in the contract without the prior written consent of the City provided, however, that claims for money due or to become due to vendor from the City may be assigned to a bank, trust company, or other financial institution without such consent so long as notice of such assignment is furnished promptly to the City. Any such assignment shall be expressly made subject to all defenses, setoffs, or counterclaims which would have been available to the City against the vendor in the absence of such assignment.
32. None of the services to be provided by the vendor pursuant to the contract shall be

subcontracted or delegated to any other organization, association, individual, corporation, partnership or other such entity without the prior written consent of the City. No subcontract or delegation shall relieve or discharge the vendor from any obligation or liability under the contract except as specifically set forth in the instrument of consent. Any subcontract to which the City has consented shall be attached to the original of the contract on file in the City of Worcester.

33. Neither party will be liable to the other or be deemed to be in breach of the contract for any failure or delay in rendering performance arising out of causes beyond its reasonable control and without its fault or negligence. Such causes may include but are not limited to, acts of God or the public enemy, fires, floods, epidemics, quarantine restrictions, strikes, freight, embargoes, and unusually severe weather. If the vendor's failure to perform is caused by the default of the subcontractor, and if such default arises out of causes beyond the reasonable control of both the vendor and the subcontractor, and without the fault or negligence of either of them, the vendor shall not be liable for any excess costs for failure to perform, unless the equipment or services to be furnished by the subcontractor were obtainable from other sources in sufficient time to permit the vendor to meet the required delivery schedule. Dates or times of performance will be extended to the extent of delays excused in this section, provided that the party whose performance is affected notifies the other promptly of the existence and nature of such delay.
34. The vendor shall provide to the City of Worcester a warranty and a commitment which clearly states that all equipment and services proposed and supplied by the Vendor, and/or its subcontractors, performs as expected and promised by the Vendor.
35. The vendor represents that no person other than bona fide employees working solely for the vendor, have been employed or retained to solicit or secure this agreement upon an arrangement or understanding for a commission, percentage, brokerage fee, gift or any other consideration contingent upon the award or making of this contract. For breach or violation of the representation, the City shall have the right to annul the contract without liability, or in its discretion to deduct from the contract price or consideration, or otherwise recover the full amount of such commission, percentage, brokerage fee or other consideration.
36. Any contract made by the City in which the Purchasing Agent or any employee of his/her department, the heads of using agencies or any other officer or employee of the City having a part in the placing of such contract is financially interested, directly or indirectly, shall be void.
37. The vendor shall not discriminate against any qualified employee or applicant for employment because of race, color, national origin, ancestry, age, sex, religion or medical handicap. The vendor agrees to comply with all applicable Federal and State Statutes, rules and regulations prohibiting discrimination in employment including: Title VII of the Civil Rights Acts of 1964; The Age Discrimination in Employment Act of 1967; Section 504 of the Rehabilitation Act of 1973; Massachusetts General Laws Chapter 151B, Section 4 (1) and all relevant administrative orders and executive orders.

If a complaint or claim alleging violation by the vendor of such statutes, rules or regulations is presented to the Massachusetts Commission Against

Discrimination (MCAD), the vendor agrees to cooperate with MCAD in the investigation and disposition of such complaint or claim.

In the event of vendor noncompliance with the provisions of this section, the City shall impose such sanctions as it deems appropriate, including but limited to:

- 1) Withholding of payments due vendor under the contract until vendor complies.
- 2) Termination or suspension of the contract.

SUBMISSION OF PROPOSALS

38. Proposals must be submitted in two (2) packages according to the instructions below. The City intends to consider responses in the Technical Proposal evaluation requirements before considering costs. *Therefore, no reference to pricing may be made in the Technical Proposal.*

A sealed package containing **the original, 1 copy, plus 1 PDF copy on USB drive** of the proposal **must** be labeled as follows:

Purchasing Agent, City of Worcester

Consultant – Worcester Housing Production Plan / E.D.-CDBG – Technical Proposal

**455 Main Street, Room 201
Worcester, MA 01608**

Re: RFP No. 8145-W4

A sealed package containing **the original copy** of the proposal **must** be labeled as follows:

Purchasing Agent, City of Worcester

Consultant – Worcester Housing Production Plan / E.D.-CDBG – Price Proposal

**455 Main Street, Room 201
Worcester, MA 01608**

Re: RFP No. 8145-W4

PRICE PROPOSAL PAGE IS LOCATED AT END OF SPECIFICATIONS

Proposals must be delivered no later than Friday, February 23, 2024 at 10:00 AM LOCAL TIME. *Late submissions will be rejected, regardless of circumstances.* The City is not responsible for submittals not properly marked.

The evaluation and cost proposals will remain confidential until a formal and finalized contract has been executed.

RFP EVALUATION

39. The City of Worcester Purchasing Agent will assign an evaluation team, hereafter referred to as the Selection Committee, to perform a full and complete evaluation of RFP submittals. The Purchasing Agent will ultimately forward a formal recommendation of award to the City Manager who has final award authority.
40. RFP evaluation responses will be evaluated by the Selection Committee based directly upon vendor's response to mandatory and comparative evaluation criteria. Vendors must meet or exceed the mandatory criteria requirements or be rejected as non-responsive.

Comparative criteria will be evaluated by use of four (4) rating categories as set forth by M.G.L. Chapter 30B:

- 1) HIGHLY ADVANTAGEOUS - Vendor's submittal meets all the stated requirements and offers significant performance above the stated requirements.
- 2) ADVANTAGEOUS - Vendor's submittal meets the stated requirements without risk or disadvantage.
- 3) NOT ADVANTAGEOUS - Vendor's submittal contains some risk or disadvantage but is not unacceptable.
- 4) UNACCEPTABLE - Vendor's submittal fails to meet the standards of the stated requirements.

After proposals have been assigned ratings on the basis of each evaluation criterion, a composite rating will be established by the Selection Committee. Submittals will then be ranked based upon finalized composite rating.

41. The Purchasing Agent will identify the most advantageous proposal based upon the rankings of the Selection Committee and an evaluation of the price proposals received. The Purchasing Agent will forward a recommendation for award to the City Manager based upon the most advantageous proposal received considering evaluation rankings and price proposals received.

GIVE FULL NAMES AND RESIDENCES OF ALL PERSONS INTERESTED IN THE FOREGOING PROPOSAL.

(NOTICE: Give first and last name in full; in case of corporations, give corporate name and names of President, Treasurer, and Manager; and in case of firms give names of the individual members)

Name	Address	Zip Code
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_____	_____	_____
_____	_____	_____
_____	_____	_____

KINDLY FURNISH THE FOLLOWING INFORMATION REGARDING BIDDER:

(1)	If an Individual or Proprietorship
Name of Owner:	_____
Business Address:	_____
Zip Code	_____ Telephone No. _____
Email	_____
Home Address	_____
Zip Code	_____ Telephone No. _____

(2)	If a Partnership, Full names and addresses of all partners	
<u>Name</u>	<u>Address</u>	<u>Zip Code</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
Business Address	_____ Zip Code	_____
	Tel. No.	_____

(3) If a Corporation

Full Legal Name: _____

State of Incorporation: _____ Qualified in Massachusetts? Yes _____ No _____

Principal Place of Business _____
Street P.O. Box

City/Town State Zip

Email: _____

Telephone No. _____

Place of Business in Massachusetts _____
Street P.O. Box

City/Town State Zip

Telephone No. _____

GIVE THE FOLLOWING INFORMATION REGARDING SURETY COMPANY

Full Legal Name of Surety Company _____

State of Incorporation _____ Admitted in Massachusetts? Yes _____ No _____

Principal Place of Business _____
Street P.O. Box

City/Town State Zip

Place of Business in Massachusetts _____
Street P.O. Box

City/Town State Zip

Telephone No. _____

NOTE:

The Office of the Attorney General, Washington, D.C. requires the following information on all bid proposals amounting to \$1,000.00 or more.

E.I. Number of bidder _____

This number is regularly used by companies when filing their "EMPLOYER'S FEDERAL TAX RETURN, U.S." Treasury Department Form 941.

AUTHORIZED SIGNATURE OF BIDDER _____

TITLE _____

DATE _____

UNDER MASSACHUSETTS GENERAL LAWS, CHAPTER 30B: SECTION 10, THE FOLLOWING CERTIFICATION MUST BE PROVIDED:

Section 10. A person submitting a bid or a proposal for the procurement or disposal of supplies, or services to any governmental body shall certify in writing, on the bid or proposal, as follows:

"The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals."

(Please Print)

Name of Person Signing Bid

Signature of Person Signing Bid

Company

No award will be made without vendor certification of the above.

- **Proposers must sign and submit the above form with their proposal submission.**

CERTIFICATE OF AUTHORITY

At a duly authorized meeting of the Board of Directors of the _____
held on _____ Directors were present or waived notice,
(name of corporation) (date)

it was voted that _____ of this company be and hereby is
(officer and title)

authorized to execute contracts and bonds in the name and behalf of said company, and affix its Corporate Seal thereto, and such execution of any contract or bond of obligation in this company's name shall be valid and binding upon this company.

A TRUE COPY, ATTEST:

[Signed]

[Company Name and Address]

I hereby certify that I am the _____ of the _____
(Title) (Name of Corporation)

that _____ is the duly elected _____
(Name of Officer) (Title)

of said company, and the above vote has not been amended or rescinded and remains in full force and effect as of the date of this contract.

Signature: _____

Name/Title: _____

Date: _____

(Corporate Seal)

COMMONWEALTH OF MASSACHUSETTS

WORCESTER, SS.

On this ____ day of _____, 2024, before me the undersigned notary public, personally appeared _____, who proved to me through satisfactory evidence of identification, which was/were _____, to be the person whose name is signed on the preceding or attached document, and acknowledged to me he/she signed it voluntarily for its stated purpose.

Notary Public

My commission expires:

Worcester Housing Production Plan

Request for Proposals

February 2024

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I. PROJECT SUMMARY

The City of Worcester seeks proposals from qualified consultants for the drafting of a five-year Housing Production Plan (HPP) consistent with the Massachusetts Executive Office of Housing and Livable Communities (EOHLC) guidelines, in addition to advisory support in developing a set of strategies for the Affordable Housing Trust Fund Board of Trustees. The Consultant will work with the City of Worcester Executive Office of Economic Development under the direction of the Affordable Housing Trust Fund Manager.

Housing Production Plan

The City seeks a Consultant to complete an HPP that will provide a comprehensive housing needs and demand assessment to create specific goals for the types of housing development that should be prioritized and generate an implementation plan. The HPP will also identify actionable strategies to leverage City tools and local, state, and federal resources to address affordable housing needs.

Currently, 12.14% of Worcester’s housing stock is on the state Subsidized Housing Inventory (SHI); therefore, the City meets the first criteria for Safe Harbor under MGL Chapter 40B. However, it is important to note that meeting these criteria does not mean a community has met the local need for Affordable Housing. These benchmarks consider local land use and development (housing supply) but not residents (housing demand).

The scope of services herein defines the tasks and deliverables needed to maintain and increase the City’s housing inventory to meet noted local and regional needs, and to do so by establishing clear goals and strategies through the HPP.

Affordable Housing Trust Fund Consultative Services

At the same time, the City is working to build the capacity of the Affordable Housing Trust Fund's Board of Trustees. The City of Worcester's Affordable Housing Trust Fund (AHTF) was established in 2021 and was allotted \$15M of American Rescue Plan Act (ARPA) funding to provide grants for the development of affordable housing. The ARPA funding was a one-time allocation, and AHTF will receive additional revenue through Inclusionary Zoning payments and Community Preservation Act appropriations. The Trustees will focus on developing a strategic plan and budget to support the long-term sustainability of the Trust. The City seeks a consultant to review and advise on the goals of the Trust and to develop a three- to five-year strategic plan and accompanying operating budget.

II. SCOPE OF SERVICES

A. Housing Production Plan

With the assistance of a steering committee comprised mainly of City of Worcester staff and community stakeholders, the consultant shall prepare the HPP and include the following components in accordance with 760 CMR 56.03(4) and guidelines adopted by the EOHL:

1. A comprehensive housing needs and demand assessment based on current Census data, population trends, labor and workforce trends, and regional growth factors, including an analysis of City:
 - Demographics;
 - Housing stock, including current Subsidized Housing Inventory (SHI) units, the age of housing, and possible rehabilitation needs (with a focus on three-deckers);
 - Housing affordability across a range of household incomes, including both rental and homeownership units;
 - Local real estate trends and supply/demand analysis;
 - Accessible housing (existing housing, new construction, aging in place, etc.) – identify resources and needs; and
 - Displacement risks.
2. A detailed analysis of regulatory and non-regulatory constraints on, and opportunities for, the development of affordable housing, with recommendations to mitigate identified constraints or realize identified opportunities. The analysis should address infrastructure capacity constraints and limitations and be informed by current City infrastructure planning efforts.
3. Housing Vision and Goals
 - Address the mix of types of housing consistent with local and regional needs and feasible within the housing market, including rental, homeownership, and other occupancy arrangements for families, individuals, persons with special needs, and seniors.
 - Identifying numerical annual housing production goal that considers a mixture of housing types available to a range of income levels.
4. Strategies for achieving Housing Goals including:
 - A review of the Worcester Now | Next long-range plan vision, goals, and strategies.

- Identification of areas where the City should encourage the development of new housing, particularly affordable housing (informed by the Growth Areas identified in the Worcester Now | Next plan and current infrastructure planning efforts).

5. An Implementation Plan

Beyond the outline of a Housing Production Plan described above, the Consultant/Consultant Team will:

1. Become familiar with the City of Worcester's Now | Next long-range plan (anticipated adoption in March 2024), as well as other city plans and policies shaping the framework for housing at the local level, to inform Worcester's HPP vis-a-vis the state and regional housing context, including MGL Ch. 40A Section 3A Housing Choice legislation and MBTA Communities guidance.
2. Include Worcester-specific findings and recommendations on barriers and solutions to encourage the creation of new units under the existing Zoning Ordinance and/or other City policies or regulations, such as Worcester's Accessory Dwelling Unit Ordinance, as well as potential zoning amendments.
3. Identify other impediments, barriers, inconsistencies, and/or unintended consequences with Worcester's zoning and other regulations that may prevent the creation of new units and propose corrective actions.

These tasks are intended to describe the general extent of services to be provided by the Consultant. This outline should not be considered all-inclusive, and the Consultant should include in the proposal any tasks or alternatives and services it deems necessary to satisfactorily complete the project. Consultants are expected to bring both expertise and creative ideas tested elsewhere and tailored to Worcester to help design the approach best suiting the objectives of the Project.

The consultant will help develop and execute a project strategy with a community outreach component that includes the following:

1. Implementation of a communications strategy using the City's website, social media accounts, and other web and print publications.
2. Development and distribution of one online city-wide survey (including print materials for distribution) with an image heavy Story Map that provides context for respondents, such as housing typologies. The consultant will provide translation into Spanish and Vietnamese.
3. Two public forums/workshops (one remote and one in person), hosted by the City, which the consultant will design and facilitate.
4. Interviews with key stakeholders (City staff including Inspectional Services Department, Housing Development, Department of Public Works, as well as public school staff, community organizations, local advocates, developers, etc.).
5. Interviews (in person and virtual) with residents facing housing challenges that are frequently not included in traditional stakeholder meetings, such as public housing tenants and residents with Limited English Proficiency.

Public Forums/Workshops

The first forum/workshop will allow the Consultant to share and receive feedback on the findings of the housing needs and demand assessment and to facilitate discussion of potential housing goals, opportunities, and barriers to development.

At the second forum, the Consultant will share and receive feedback on recommended housing goals and implementation strategies with the community. This forum will allow participants to help identify specific housing development locations and opportunities.

The City will coordinate all presentations, and the draft and final version of the HPP will be made publicly available on the City's website and through other distribution outlets.

Plan Adoption and Approval

The Consultant shall assist the City in having the draft HPP adopted by the Worcester Planning Board, and approved by EOHLC, including addressing any questions or comments that arise during the approval process.

B. Affordable Housing Trust Fund (AHTF) Consultative Services

Concurrently with the work identified above, the Consultant will advise the AHTF's Board of Trustees as they further develop their priorities and strategies. This work will include:

1. One introductory presentation to the Trustees including an overview of the Housing Production Plan scope and process.
2. At least two working group meetings with AHTF stakeholders, including the AHTF Manager and AHTF Chair, to work towards developing a strategic plan for the Trustees.
3. The development of a three- to five-year strategic plan for the Trustees, with at least one opportunity for revision after consultation with the working group and Trustees.
4. One final presentation to the Trustees, where the strategic plan is submitted for comments and revisions.

Project Schedule

Work on the HPP is expected to start in spring 2024, with a survey in late spring, and the two public forums in June and September 2024. The goal is to have a final draft report completed for internal review in October 2024. Staff will provide comments back to the consultant in November 2024. The Worcester Planning Board and City Council are expected to review the final document and vote on it by January 2025, for submittal to EOHLC no later than February 2025.

The Affordable Housing Trust Fund work will begin in the summer of 2024. Work on the strategic plan and budget will commence after the initial presentation to the Board of Trustees, which is anticipated to occur in June 2024. During the summer/fall of 2024, the strategic plan and operating budget will be developed, with the goal of a completed draft strategic plan and budget to be presented to the Board of Trustees in November 2024.

Deliverables

The Consultant will deliver high-quality electronic copies of the same in a Microsoft Word-compatible version and a searchable PDF version. GIS maps shall be delivered as map packages (.mpk files). All materials will become the property of the City of Worcester.

III. PROPOSAL REQUIREMENTS

This is a two-part submission process. Note that the Technical Proposal must not contain any pricing information. Any information related to price/budget should be included in the Price Proposal ONLY.

A complete proposal will include each a Technical Proposal and a Price Proposal. All proposals must be submitted in two, separate, sealed envelopes, with the proposing firm clearly identified on each envelope, and clearly labeled as follows:

Part 1: Technical Proposal – Worcester Housing Production Plan

Reminder: The Technical Proposal must not contain any pricing information.

Part 2: Price Proposal – Worcester Housing Production Plan

A. PART 1: TECHNICAL PROPOSAL

Respondents must submit a sealed envelope containing two (2) printed copies and one (1) digital copy in Portable Document Format (PDF) on a CD or USB drive of the Technical Proposal only (Do not include the Price Proposal with the Technical Proposal).

The Technical Proposal shall include the following elements:

1. Cover Letter

Not to exceed 2 pages

A cover letter introducing the proposal, signed by a representative of the Consultant with authority to enter into contractual agreements.

2. Project Approach

a) Statement of Project Understanding

Not to exceed two (2) pages.

A brief narrative summarizing the Consultant's understanding of the project, including key considerations that are essential to project success.

b) Methodology and Scope

Not to exceed eight (8) pages.

Detail the Consultant's specific methodology to implement the scope of services outlined in Section II of this RFP. The Consultant should identify any scope additions or revisions proposed to reflect the Consultant's specific approach to the project, staying within the overall framework outlined in Section II of this RFP. The scope must meet the HPP requirements of 760 CMR 56.03(4) and guidelines adopted by EOHLC and should address those themes and topics described within this RFP.

Identify deliverables to be provided, including all deliverables specified in Section II of this RFP. The methodology should describe the proposed public engagement process.

c) Proposed Schedule

Include a proposed schedule that identifies milestones and deliverable dates, including key public outreach efforts. For purposed of the proposal, the schedule should reflect a planned start date of April 1, 2024 and extend for 10 to 12 months.

d) Team Availability

Describe the ability of the team to meet the proposed scheduled and include a listing of team leaders and key staff that details their project roles, anticipated level of participation and availability.

3. Qualifications

a) Project Team

Not to exceed five (5) pages.

Provide a brief overview of the project team's proposed organization and areas of responsibility. Identify the person who will be the project manager and other key task leaders and team members. The names, addresses and roles of any sub-consultants should be identified.

b) Team Resumes

No more than twelve (12) resumes.

Provide resumes for the project manager, task leads, and other key team members, including sub-consultants (if any). Only resumes of those staff who will be assigned to work on the project should be included in the proposal.

c) Project Experience

Not to exceed five (5) projects.

Provide three (3) project examples for the Consultant where similar services have been completed. Up to two (2) additional project examples may be included for either the Consultant or proposed sub-consultants.

d) References

Provide three (3) professional references, with contact names, their role/relationship to the Consultant, email addresses, and telephone numbers.

B. PART 2: PRICE PROPOSAL

Respondents must submit a lump sum fee inclusive of all costs, including direct costs, indirect costs, and fee. The price proposal must account for all aspects of the scope of services, incorporating the project approach described by the Consultant.

- Proposal budget (“Price Proposal”) form (Attachment A) - *submit one (1) printed copy* in sealed envelope *under separate cover*. The price proposal shall be inclusive of all costs.

IV. SELECTION PROCESS

A review committee composed of City of Worcester staff will be responsible for evaluating the proposals. Proposals meeting the minimum requirements outlined in section (A) below will be evaluated based on the comparative evaluation criteria listed in section (B) and assigned a final proposal rating of “highly advantageous,” “advantageous,” and “not advantageous.”

If deemed necessary by the review committee, the City may schedule interviews with the Consultants who submitted the most advantageous proposals. If conducted, interviews will consist of a presentation of the proposal by the Consultant followed by questions posed by the review committee.

The Consultant deemed to have demonstrated the most advantageous proposal, considering the proposal ratings, interview ratings (if conducted) and an evaluation of the cost proposals received, will be recommended for award. The City reserves the right to reject any and all proposals.

A. Minimum Evaluation Criteria

Respondents must provide information indicating compliance with the minimum requirements listed below:

- 1) The firm/project manager/team must have at least five years of experience preparing housing production or other comprehensive housing plans;
- 2) The firm/project manager/team has demonstrated expertise in the technical and professional background required by this project, including experience with municipal housing policies;
- 3) The firm/project manager/team must have at least three years of community engagement experience on comparable size and scope projects; and
- 4) The respondent has submitted all required information specified herein.

B. Comparative Evaluation Criteria

All responsive proposals will be evaluated in the following areas based on comparative evaluation criteria for Highly Advantageous (HA), Advantageous (A), or Not Advantageous (NA). Feedback gained from references may impact the rating in any applicable category:

1) Staffing Plan, Schedule and Capacity

Highly Advantageous: The proposal presents a staffing plan with qualified team members representing the complete range of disciplines necessary to successfully execute the scope of services. The proposed schedule is reasonable and achievable and completes the project within the specified timeframe. The submittal demonstrates that all identified personnel have sufficient availability relative to their roles for the duration of the project.

Advantageous: The proposal presents a staffing plan with qualified team members representing the complete range of disciplines necessary to successfully execute the scope of services. The proposed schedule completes the project within the specified timeframe but does not adequately or reasonably correspond to the work requirements for one or more specific tasks. The submittal demonstrates the general availability of personnel for the duration of the project.

Not Advantageous: The proposal does not demonstrate qualified personnel necessary to execute the scope of services, or the proposed schedule does not complete the project within the specified timeframe or identified personnel do not have sufficient availability relative to their roles.

2) Qualifications of Project Team

Highly Advantageous: Respondent demonstrates that the project team and proposed team members possess superior training, educational background and direct work experience appropriate to the work described herein including general and strategic planning, zoning pertaining to affordable housing, and regulations, programs and available resources pertaining to the creation and development of affordable housing in Massachusetts.

Advantageous: Respondent demonstrates that the project team and proposed team members possess adequate training, educational background and direct work experience appropriate to the work described herein including general and strategic planning, zoning pertaining to affordable housing, and regulations, programs and available resources pertaining to the creation and development of affordable housing in Massachusetts.

Not Advantageous: Respondent demonstrates that the project team and proposed team members possess limited training, educational background and work experience appropriate to the work described herein including general and strategic planning, zoning pertaining to affordable housing, and regulations, programs and available resources pertaining to the creation and development of affordable housing in Massachusetts.

3) Depth of Experience in Preparing Housing Plans

Highly Advantageous: The proposal demonstrates substantive involvement by the project team and proposed team members on five (5) comparable or relevant projects within the past five (5) years, each resulting in the production of practical, creative and effective work products. At least one (1) of

these projects involved the preparation of a Housing Production Plan approved by the MA Executive Office of Housing and Livable Communities (EOHLC; formerly known as DHCD). At least two (2) of these projects involved the preparation of similar comprehensive housing plans, one or more of which was for a community in Massachusetts and one or more of which was for a community with more than 40,000 residents. At least one project is for a city of a size comparable to Worcester.

Advantageous: The submittal demonstrates substantive involvement by the project team and proposed team members on three (3) or more comparable or relevant projects within the past five (5) years, each resulting in the production of adequate work products. At least two (2) of these projects involved the preparation of Housing Production Plans or similar comprehensive housing plans.

Not Advantageous: The submittal does not demonstrate substantive involvement on at least three (3) comparable projects within the past five (5) years; or none of the projects involved preparation of Housing Production Plans or similar comprehensive housing plans; or projects did not result in the production of adequate work products.

4) Analytical Capabilities

Highly Advantageous: The proposal demonstrates strong capabilities in analysis and presentation, demonstrating the ability to draw conclusions through the creative presentation and visualization of information that builds awareness and informs decision-making.

Advantageous: The proposal demonstrates adequate capabilities in analysis, synthesis, and presentation.

Not Advantageous: The proposal does not demonstrate adequate capabilities in data analysis, synthesis of data to draw conclusions, and presentation.

5) Responsiveness of the Proposal, including a demonstrated understanding of all project components and creativity in addressing housing topics and public outreach needs.

Highly Advantageous: The proposal contains a clear, creative, and comprehensive plan that addresses all objectives and elements of the Scope of Work as stated in the RFP.

Advantageous: The proposal has a clear plan that addresses the objectives and elements of the Scope of Work as stated in the RFP.

Not Advantageous: The proposal needs to have a clear plan to address many objectives and elements of the Scope of Work as stated in the RFP.

6) Professional References

Highly Advantageous: Respondent has provided three client references for relevant projects, all of whom report highly satisfactory experience working with the respondent(s) with no major concerns

expressed. All references indicate a high degree of satisfaction with work products, and that project met budget and schedule expectations.

Advantageous: Respondent has provided three relevant client references, all of whom report satisfactory or better experiences working with the respondent and adequate work products. No major budget overruns or schedule delays attributable to the respondent were reported.

Not Advantageous: Respondent has not provided three or more relevant client references, or one or more references reported less than satisfactory experiences working with the respondent.

If deemed necessary by the review committee, the City may schedule interviews with the Consultants. Interviews will be scored as follows:

7) Interview (If conducted)

Highly Advantageous: The proposer's presentation was conducted by key individuals who will perform the services and included thorough, highly detailed information regarding how the Consultant will complete the scope of services. The presentation included multiple relatable examples of successful, similar projects conducted by the Consultant involving the proposed team members.

Advantageous: The proposer's presentation was conducted by some of the individuals who will perform the services and included adequately detailed information regarding how the firm will complete the scope of services. The presentation included at least one relatable example of a successful, similar project conducted by the Consultant.

Not Advantageous: Any of the following will result in an interview score of Not Advantageous:

The proposer's presentation was not conducted by the individuals who will perform the services; or

The proposer's understanding or ability to comply with the stated scope of services was not adequately demonstrated; or

The presentation included no relatable examples of successful, similar projects conducted by the Consultant.

ATTACHMENT A: PRICE PROPOSAL

(To be completed by the respondent)

Respondents must submit a lump sum fee inclusive of all costs, including direct costs, indirect costs, and fee for all tasks/deliverables in the attached scope of services and required under the contract. The price proposal shall include a cost breakdown in the table below, as well as the all-inclusive project total cost. The price proposal must account for all aspects of the scope of work, incorporating the project approach described by the Consultant. City will pay for approved monthly invoices for services rendered and deliverables provided.

	<i>Amount (\$)</i>
<i>A. Housing Production Plan</i>	
<i>B. Affordable Housing Trust Fund Strategic Planning</i>	
<i>Total Cost / Lump Sum for all Services:</i>	