

December 22, 1997

Dear Prospective Bidder:

In the not so distant future, citizens in the Seattle area will be riding the rails to work, shopping, school and home. Before light rail becomes a reality in Seattle, much work needs to be done. Alignments must be chosen, stations sited, impacts assessed and opportunities identified. To accomplish this, the City of Seattle, with support from the Central Puget Sound Regional Transit Authority (RTA), invites your help.

The City of Seattle is seeking proposals for consultant services to assist the City by providing technical expertise in market analysis, economic development, and urban design and logistical support for working with diverse stakeholders in a comprehensive, multi-year Station Area Planning and Development effort. A primary objective of the proposed scope of work is to identify and capture opportunities presented by the development of the RTA's Sound Move Plan.

Recognizing the importance of this project and its potential impacts on the city's future, prospective consultants are asked to give careful consideration to the attached Request for Proposals (RFP). The RFP was developed with the intent that it provide ample opportunity for consultant teams to offer creative and innovative approaches to achieve desired outcomes. *We urge prospective prime consultants not ask subconsultants to pledge exclusive arrangements for this proposal.* We have confidence that the nature of this project and the influence it will have on the future of this region will inspire collaboration among the highest caliber teams of professionals.

The City is seeking an experienced lead consultant capable effectively convening and leading an interdisciplinary team to complete the project within narrow timeframes; who can recognize problems and address them with effective approaches or methodologies, creatively resolve issues, while building and maintaining a high level of public involvement and understanding.

If you are interested in taking on the challenges presented in the attached outline scope of work, we welcome your proposal. We look forward to working closely with the consultant team selected to carry out the tasks outlined in the RFP and further rail transit's potential as a catalyst for positive change in Seattle and the region.

If you have questions about the responsibilities and tasks outlined in the attached RFP or need more information about the City's expectations with regard to the proposed scope of the project, we invite you to participate in a Pre-Proposal Conference to be held January 8th, 1:30 p.m. Questions may also be directed to Stephen Antupit at the Office of Management and Planning, 684-8373.

Sincerely,

Jared A. Smith, Regional Transit Manager

Enclosure

1.0 Project Requirements and Scope

1.1 Introduction

The City of Seattle's Station Area Planning and Transit-Oriented Development team seeks a multidisciplinary consultant team (the Consultant) to provide expertise, technical and logistical support for a comprehensive, multi-year Station Area Planning and Development effort to identify and capture the opportunities presented by The Central Puget Sound Regional Transit Authority's (RTA's) "Link" light rail project. The City's goals are to integrate the major RTA investments in mobility with the City's Comprehensive Plan Urban Village Strategy for growth management, with particular emphasis on augmenting and implementing current neighborhood planning activity. With support from the RTA, the City anticipates contracting for professional services in the range of \$700,000. The City estimates the consultant effort outlined in this Request will comprise about one-third of its Station Area Planning and Development program in 1998-99.

1.2 Background

Link is a 24 mile, \$1.696 billion (1995 dollars) light rail project of Sound Move, the Central Puget Sound Regional Transit Authority (RTA), a special purpose public agency in the State of Washington. The bulk of the Link project will be constructed inside the corporate limits of the City of Seattle. The City's role is one of an active local partner with the RTA. While expectations of the RTA are to implement the project in a timely and efficient manner, there are a number of issues and activities for which the City of Seattle must take primary responsibility.

Most significant of the City's current activities is its Neighborhood Planning program, which comprises simultaneous sub-area planning in 37 communities. The framework and impetus for the Neighborhood Planning program is Seattle's Comprehensive Plan Urban Village Strategy, the City's response to the state-mandated Growth Management Act. The program is City funded, although community-based planning groups retain consultants and generally determine the scope and emphasis of the plans. All of the RTA Link-affected communities are currently involved in Neighborhood Planning, albeit at varying levels of completion and sophistication. In Southeast Seattle, economic development has been the emphasis of past planning and continues to be a major focus with respect to Neighborhood Planning and RTA's Link development. The City's timeline is that all the plan recommendations be presented to the City Council by late 1998, which presents a considerable challenge with respect to RTA decision points and station area planning and development opportunities in particular.

This timing, however, also represents an opportunity to *now establish a strong effort focused on Link Station Area planning and development within the Neighborhood Planning process*. Our goal is to carry the momentum from Neighborhood Planning beyond the 1998 sunset date of the Neighborhood Planning program, primarily by completing and implementing Station Area plans in concert with RTA Link decision points, design, Right-of Way acquisition, and project construction.

1.3 Scope of work

The consultant will address a variety of issues related to promoting development conditions that support light rail transit in Seattle and planning light rail improvements strategically so that their potential for positive changes in affected areas can be fully realized. These issues fall under two

general tasks: 1) transit corridor market analysis and 2) station area planning and development. The work schedule and nature of products requested are intended to both support and complement this effort with two related processes currently underway: a) neighborhood planning in areas affected by the light rail project, and b) the environmental impact statement being prepared by the RTA to evaluate station location and alignment alternatives.

Some aspects of the City's Station Area Planning and Development program will be City staff-led and others will likely be more dependent on consultant effort. The market analysis falls into the latter category, is needed first, and within a very compressed timeframe for two reasons: 1) to provide analytic support for neighborhood planning and the recommendations that will be developed throughout the first half of 1998, and 2) the analyses must be available to proceed with other station area planning and development activities that must mirror RTA's own project decision timeline. Tasks related to station area planning will initially overlap with market analysis work, but are expected to extend over a longer period of time, cover a wider range of issues and involve greater support from City staff.

1.3.1 Project objectives

See Attachment A, "Seattle's Draft Objectives for Sound Transit Station Area Planning and Transit Oriented Development"

1.3.2 Interface Requirements

Neighborhood Planning

The City's Station Area Planning and Development team is coordinated by the Office of Management and Planning (OMP) and includes senior staff from the City of Seattle's Department of Construction and Land use (DCLU), Office of Economic Development (OED), Neighborhood Planning Office (NPO), Seattle Planning Commission, Seattle Transportation, and Department of Neighborhoods. This City team will direct the Consultant's interactions with Neighborhood Planning groups and *their* consultants, providing analysis and technical support. Workshops, meetings, and research will be planned and delivered with extensive interaction with neighborhood planning groups and other organizations as identified by City staff.

RTA's EIS team

The Consultant will provide work products that may, at the discretion of the RTA, be inputs into RTA's Environmental Impact Statement (EIS). Once the RTA and its EIS Consultant team have finalized that scope of work, the City will work with RTA to establish the inputs and timeframes for the City and its Consultant selected through this RFP. (See also Attachment C.)

RTA's Civil Design Team

Consultant to the City selected through this RFP will be required to interact with the RTA's Civil Design team on both procedural and substantive levels. It is the City's requirement that its Consultant 1) coordinate its tasks with the schedule and critical path of RTA's Civil Team, 2) add value to the work of RTA's team, and 3) not impede the RTA team's progress. The City expects that its Consultant will, in any case, provide analyses and recommendations relevant to the progress of RTA's Civil design in a manner and timeframe that will enhance both the City's interests and the success of RTA Link. (See also Attachment D.)

Other City Planning & Economic Development efforts

The City has, and will continue to have, planning and economic development activities underway at the same time that the Consultant's work has commenced. The Consultant will be required, as

directed, to collect information, interact with, and otherwise coordinate with such relevant efforts (e.g., Affordable Housing Action Plan, Seattle Jobs Initiative) under the direction of City staff.

1.3.3 Schedule Requirements

RTA's EIS Timeline

When the RTA and its EIS consultant team reach agreement on a final scope of work and schedule of tasks and deliverables, that information will substantially inform the schedule and deliverables of the City's Consultant work. (See also Attachment C.)

Neighborhood Planning timeline

See Attachment B.

Flexibility

The Consultant may be required to adjust its level of effort among specific tasks within the timeframe anticipated by this RFP in order to work with site-specific, stakeholder and/or other opportunities as they may arise within the that timeframe (the Contract period).

1.3.4 Task-specific requirements

The following is an outline scope of work for the Project. After the selection panel selects the consultant based on the criteria set forth in Section 1.6. of this RFP, *the City and the consultant will negotiate a final scope of work delineating the consultant's specific responsibilities and deliverables.*

1.3.4.1 Corridor level and segment-specific market analyses

Purpose. To determine impacts of different transit alignments and station locations, and to effectively promote transit oriented development around proposed station locations, it is important to have a realistic sense of the amount growth and type of development likely to be attracted to these areas attributable to light rail access. This information is needed in advance of other work outlined in this RFP.

Regional Impact Analysis. The Consultant's task will be to identify potential influence of transit improvements on distribution of housing and employment in the region and the city. The consultant will identify and quantify the regional employment growth and housing development that could be redistributed potentially to Seattle's light rail transit corridors as a result of RTA improvements.

Development Forecast for Light Rail Corridor. The consultant will estimate the type and amount of development likely to be attracted to, and to what extent the growth is attributable to, the development of the light rail corridor.

Suggested Deliverable Products and Outcomes: the Consultant will produce a technical memorandum summarizing the distinctive characteristics of the light rail corridor within the greater metropolitan Seattle market, and describe comparable situations (if any) from Consultant's experience analyzing other markets in North America. Memorandum will identify issues for further investigation, including provisional definition of corridor segments for more detailed market analyses, provide recommended distribution of Consultant team effort, as well as any possible early implementation activities (e.g., interim land use controls, moratoria, etc.). The results of these analyses may serve as inputs or guidance for other work at the discretion of the City and/or RTA (e.g., the RTA's EIS).

Review of Neighborhood Planning market analyses and draft recommendations. The Consultant will be asked to review, comment, and make recommendations to the City on market analyses and/or related draft recommendations developed by neighborhood planning groups as they relate to transit-oriented development and/or development forecasting assumptions developed for potential RTA station locations. The City will direct the Consultant to the appropriate neighborhood planning representatives/ consultants for this task. *This task will be completed in the same timeframe that the Consultant is completing the Regional Impact Analysis and Corridor-level Development Forecast.*

Corridor Segment Analyses. The Consultant will conduct area-specific assessment of the light rail project's potential influence on economic growth and development within discrete segments of the Seattle light rail transit corridor. The objectives of these analyses are to: 1) distinguish among areas within Seattle's RTA Link transit corridor according to primary land uses, access, infrastructure and amenities, and market conditions (rents, occupancies, property values); 2) determine changes in the factors listed above due to improved accessibility resulting from RTA Link and 3) analyze how various alignment and station location alternatives (as identified for RTA's Link Environmental Impact Statement (EIS)) can influence the characteristics of growth within Seattle transit corridor segments. This should include forecasts for both a) likely change under existing conditions and b) potential for change assuming further public actions (e.g., zoning changes, public investment &/or infrastructure improvements). ***This task must be substantially complete in May, 1998 to inform neighborhood planning recommendations. Final report of analyses must be finalized by June, 1998 to assist the City in its discussions with RTA during the drafting of the EIS.***

Suggested Deliverable Products: Consultant will prepare and present to the City a report on the corridor segment analyses, including maps, text, tables and other descriptive summaries of the distinct market characteristics of each individual corridor segment. The report will also indicate 1) corridor-segment market opportunities and/or constraints identified by the analyses, and 2) recommendations for any immediate City actions to capture opportunity and/or preclude undesirable development activity. The information gathered and analyses conducted under this task shall be of sufficient depth and range of effort to contribute to, and/or support, relevant portions of RTA's SEPA EIS, if so desired by the RTA and the City. The consultant's report will also outline the next steps of the station area planning and development process, and indicate any modifications to consultant's distribution of effort, if warranted.

Directed Change Scenarios. The consultant, under direction of the City, will work with stakeholders (see "convening stakeholders" task, below) to review the findings of corridor-segment market analyses in conjunction with adopted City policies, plans, neighborhood planning groups' preliminary analyses and/or recommendations. Then, under direction of the City, the consultant team will work with stakeholders at each corridor-segment level to 1) evaluate various potential development scenarios against neighborhood development objectives (e.g., neighborhood character, housing affordability, employment, neighborhood services, amenities); then, 2) select a preferred development scenario, and 3) recommend actions (e.g., land use, parking, open space controls) to influence change more fully realize desired development objectives. ***The consultant's approach to this tasks must effectively respond to the neighborhood planning process currently underway as well as effectively integrate RTA issues and analyses into neighborhood plans. The City's objective is to maximize the extent to which those plans can be informed by the Consultant's findings, and provide recommended guidance for further actions by the City and others to effectively respond to the impacts and opportunities associated with RTA improvements.***

Suggested Deliverable Products: For each light rail corridor segment (as identified *via* preceding consultant efforts) the Consultant will present to the City and other key stakeholders a report documenting a “directed change scenario” with specific uses, intensities, and locations (or locational criteria) for station area development. These directed change scenarios shall be developed to a level of detail and in a timely manner so that they may be part of the City’s input into the RTA’s light rail alignment, profile, and/or station location decisions. The Consultant reports shall also include a proposed scope for each station area plan, including a description of the planning areas, the number of plans to be developed and relative emphasis of each plan (e.g., design of non-RTA public facilities, site-specific implementation strategies, marketing existing development opportunities, etc.). The consultant shall also propose to the City its distribution and level of effort among the proposed plans. This recommendation shall be the basis of the Consultant’s Part B scope of work (see 3.10, Term of Contract).

1.3.4.2 Convene Station Area Planning stakeholders; conduct visioning and mutual learning activities

Working closely with City staff and the RTA team, the Consultant will provide technical and logistical support for initiating the station area planning process. *In designing and conducting these activities, it is essential that the Consultant’s efforts add value and not duplicate the work of the RTA, its various consultants, and/or the neighborhood planning process.* As outlined in this Request, these activities are intended to initiate discussion, debate, and bring into a common forum relevant station area planning and transit-oriented development issues. The primary objectives of this task are for the Consultant to assist the City in 1) effectively engaging a wide diversity of stakeholders who may not fully understand transit-oriented development and/or may not be engaged in the current neighborhood planning process (e.g., lenders/investors, developers/real estate professionals, business associations, major retailers), 2) developing a common vocabulary of planning and development issues and concepts, and 3) encouraging collaboration among stakeholders within light rail corridor segments to increase effectiveness and promote more comprehensive treatment of development issues.

Suggested Deliverable Products and Outcomes: The consultant, under the direction of City staff, and with input from the RTA team, will identify the full range of stakeholders and specific outreach needs, producing timelines, stakeholder rosters and documenting critical path interactions with relevant Neighborhood Plan recommendations and the City’s responses thereto. The consultant will review existing City land use and development policies and regulations for relevance and consistency with objectives for station area development. The consultant will prepare a background report discussing any legal, financial, policy, regulatory, community perceptions or other issues that may have been identified through the effort to date. The consultant will also work under the direction of City staff, and with input from the RTA team, to prepare visioning and mutual learning materials, and develop and conduct sets of issue- and geographically-based activities (e.g., seminars, focus groups, workshops and charrettes; field trips, site visits, sketch walks, computer simulations, community character surveys, etc.).

1.3.4.3 Public information, media support and marketing

The Consultant will work with City staff and RTA team to identify audiences and communicate key messages relating to station area planning and development, including the development of public information and targeted marketing strategies. The consultant will also be involved in producing and/or distributing hard copy, electronic, video, conducting media events and/or other media materials. As with other tasks outlined in this Request, the Consultant will be expected to build on the efforts and activities of the RTA team, and to assure delivery of consistent messages, possibly other target audiences than previously identified.

1.3.4.4 Station area urban design and development plans

The Consultant will assist the City in developing strategies for directing growth and promoting desired conditions in areas served by light rail stations, and as follow-on efforts to neighborhood plans. The objectives of this task are to: 1) effectively include stakeholders in substantive station area planning, 2) facilitate collaboration among stakeholders to foster certainty and assure comprehensive treatment of development issues, 3) examine how the public infrastructure of streets, use of public properties, and private development can be integrated with light rail stations to support transit use, 4) produce detailed plans for areas (± 2000 feet) around stations, and 5) other measures (e.g., wayfinding and/or other urban design vocabulary) that help integrate RTA-designed and -built facilities into the surrounding areas.

Suggested Deliverable Products: Consultant will, under direction and with support from City staff, RTA Team, and station area stakeholders: 1) Identify urban design issues, developing alternative concepts and detailed recommendations, including location of uses and intensities of activity consistent with market analysis findings and City-adopted Neighborhood Plan recommendations; 2) Develop design guidelines and standards for public improvements, and augment guidelines for private projects in the station areas as necessary; 3) Provide concept-level design of non-RTA facility public improvements; 4) Plan local transit interface, non-motorized access networks, parking management tools and/or use of curb space; and 5) Explore joint-development and/or other site-specific opportunities consistent with the Directed Change Scenarios (see above), including feasibility analyses, and generating specific project implementation recommendations. With respect to detailed feasibility studies, the Consultant will analyze vacancy rates, absorption trends, construction costs, etc. when analyzing joint development opportunities at station areas.

Station Area Plan Implementation. The consultant will work with the City and stakeholders to determine appropriate measures for implementing station area plans. Consultant will inventory and evaluate implementing tools and strategies utilized in other cities with similar transit development experience for potential application to Seattle locations, and provide recommendations to the City. *Consultant effort on some implementation tasks may be required prior to completion of final station area plans. These may include moratoria, interim land use controls, design consultation on specific public infrastructure and/or private development projects, or other special actions identified at earlier points in the Consultant's work (see above).*

Under direction of City staff and their consultation with the RTA team, the Consultant will identify potential joint- and/or co-development opportunities, evaluate and provide capacity-building assistance to potential community-based development partners, provide initial analysis to explore range of development alternatives, help negotiate partnerships, and help establish guidelines for joint development agreements. The Consultant may be asked to provide site-level technical assistance as necessary, and may be retained by the City for those services outside the timeframe of this contract.

1.4 Required Areas of Expertise

1.4.1 Technical Expertise/Capabilities

1. Market and Development Analysis--demonstrated national experience in: economics, real estate development (as a successful real estate developer or expertise in analyzing projects

that were constructed), station area/transit real estate development/ financial analysis, economic and fiscal impact, economic (re)development, new transit system development and/or evaluation.

2. Visioning and mutual learning-- knowledge of TOD issues, urban development, and key stakeholders in these activities; working with diverse interest groups (from lenders and business associations to non-profit interest groups and CDCs) to develop shared understandings and working relationships, and developing focused learning activities and executing successful media strategies, products, and events.
3. Urban design and planning-- experience with current activity and innovations in multifamily and retail/commercial development projects, and current neighborhood planning activity in Seattle, issues and current techniques in transit-oriented urban design and specific area/sub-area urban design and development planning, working within Seattle, State of Washington laws, regulations and codes.
4. Design Review and Transit-Oriented Design Guidelines-- experience developing and implementing guidelines that emphasize pedestrian-scale development, transit- and nonmotorized-accessible site plans, particularly in-fill and/or redevelopment situations (i.e., existing city neighborhoods, rather than “greenfield sites” or new communities).
5. Streetscape Planning and Pedestrian Facilities Design.-- demonstrated success working with property owners and municipal traffic engineers to construct streetscape improvements and operate related traffic control devices that emphasize generous and safe pedestrian facilities for high levels of use in public streets and rights of way.

1.4.2 Project Management

In addition to the technical expertise requirements, it is expected that the prime consultant’s project management team will bring experience and skill in the following areas of project management:

1. Effective work planning, progress reporting, and invoicing;
2. Schedule control, monitoring, and reporting;
3. Budget control, monitoring, and reporting;
4. Quality control; and
5. Establishing teamwork within consultant team and with City and RTA staff, and other consultants.

1.5 Other Project Requirements

Reporting:

The Consultant will be required to prepare and submit periodic status reports to the City’s project manager on the progress made on work items, interface with RTA, neighborhood planning, and other relevant stakeholders/activities.

1.6 Selection Criteria

The criteria outlined below will be used in evaluating the Proposals, as well as during consultant team interviews. The selection criteria are listed in their relative order of importance and with the maximum points possible to be awarded by the Consultant Selection Committee in ranking each proposal. All criteria are important, however, and it would be wrong to assume that the last-listed criteria are insignificant. The total maximum points for the three selection criteria is 100 points for the written proposal and 100 points for the interview, for a grand total of 200 points.

Selection Criterion 1:

Qualifications and Experience of Project Manager and key individuals (40 points possible)

Demonstrated skill in managing a large, diverse team of professionals, and specialized knowledge, qualifications, experience and technical competence of the proposed consultant team project manager, including prior experience in actual management of large, complex urban rail station area planning and transit-oriented development programs, including:

- a. Support staff from many firms in such a way as to elicit high quality, innovative, and cost-effective analyses and solutions to technical problems and tasks.
- b. Demonstrated skill and sensitivity in working with a wide variety of technical staff and officials from other agencies who must review analyses and recommendations.
- c. Demonstrated skill in establishing and following through on the use of project control systems to effectively manage budget, schedule, and quality while achieving overall project implementation goals.

Because no project manager will be expert in all areas of technical competence required for this project, the specialized experience and expertise of other team members who are proposed to have key roles on this project also carry weight and importance. These key individuals, drawn from some combination of prime consultant and subconsultant firms, should collectively demonstrate:

- a. Knowledge of and relevant experience in each and every area of expertise listed in the above subsection entitled “Required Areas of Technical Expertise.”
- b. Knowledge of and experience with problems, conditions, or circumstances applicable to the specific location of this project, as they may apply to each area of expertise, including but not limited to:
 - Characteristics of the Puget Sound region that are unique to this project.
 - Applicable laws, ordinances, codes, regulations, design standards, and permitting requirements of state and local government agencies involved in project review.
 - Any indigenous, historical, or cultural conditions, or other substantive technical issues that will likely be encountered in this project.

Recent and relevant experience and expertise of these key individuals with projects of similar type and complexity, and knowledge of unique local conditions will be a material consideration in selection.

Selection Criterion 2:

Overall Team Capacity, Balance and Organization (30 points possible)

The collective capacity and organization of the proposed consultant team to effectively perform the required services for project implementation, including, but not limited to:

- a. Capacity to perform the work within the City’s and RTA’s schedule requirements, considering the current and anticipated workload of key individuals on the team, and the current and anticipated workloads of the prime and subconsultant firms.
- b. Ready availability and physical accessibility of key personnel and support staff.
- c. Availability of backup resources if required to deal with special problems.

- d. Overall balance of the team - both firms and individuals - including:
 - Balance between experience nationally with similar projects and local knowledge.
 - Balance between technical skills and sensitivity to community issues.
 - Demonstrated innovation and ingenuity as well as experience with time-tested approaches and methods.

- e. Description of the proposed organization of the consultant team and the basis or rationale of that organization should demonstrate:
 - Reporting relationships among team members.
 - Methods of effectively coordinating market analysis, planning, and design implementation work among team members.
 - Methods of coordinating work of the consultant team with City staff, neighborhood planning groups and/or their consultants, RTA civil facilities design team, and the RTA project development and technical staff.

Selection Criterion 3:

Technical Approach to Major Project Work Tasks (30 points possible)

The quality and thoughtfulness reflected in the consultant team’s written approach to the project, including project management functions as well as approach to the technical tasks. Of particular interest will be the following:

- a. Project management methods proposed for effectively monitoring and reporting on progress of work, controlling schedule and budget, the work breakdown structure proposed; and coordination with City, RTA staff and consultant teams.

- b. Overall approach to Market Analyses, Station Area Planning and Transit Oriented Development work throughout the proposed two-year contract duration, including the approach to problem-solving on major issues, including recommendations, legal, policy, political, financial, design and construction issues; working with the community; coordinating design; joint development opportunities, and strategic approach to phasing &/or design and construction of public and private improvements at RTA station areas over a timeframe well beyond the contract duration.

- c. Recommendations to the City for innovative approaches to timely and useful market analyses, integration of neighborhood planning issues into development of station area plans, leveraging unanticipated transit-oriented development opportunities, and/or pursuit of early implementation measures.

2.0 Organization and Content of Proposal

2.1 General Proposal Format

The following information shall be presented in a clear, comprehensive, and concise manner and in the prescribed format. Any exception to an item in this Request must be clearly set out and fully explained in the submittal as to why the proposer is taking exception. Be specific as to the reasons for the exception. In order for the City to adequately compare and evaluate qualifications objectively, all Proposals must be submitted in accordance with the following format in terms of order and maximum printed pages to be included. The Proposals should

provide straightforward and concise information, and be prepared simply, economically, and using recycled paper.

- Cover Sheet
- Table of Contents
- Letter of Interest - The letter should not exceed two (2) pages.
- Body of Proposal **--maximum of 50 pages (i.e., 25 letter-sized sheets)**
 - Team Composition and Description
 - Relevant Experience and Qualifications
 - Project Approach (Proposal stage only)
- Appendix - Full resumes and other background information. This section is not page-limited, but should only include information directly related to the experience and capabilities of the team members in the Proposal.

2.2 SPECIFIC SUBMITTAL REQUIREMENTS

2.2.1 Team Composition and Description (Relates to Criterion 2)

This section first should briefly describe the firm (or firms) acting as prime consultant. (If more than one firm, the nature of the relationship should be clearly described - i.e. a joint venture or other association.) For each firm acting as part of the prime consultant, provide location of headquarters and local office; number of employees nationally and locally; type of ownership or legal structure; general description of services provided and type of clients served; type of personnel; and the last three (3) years professional services fees billed by the firm. A brief description of relevant prior experience in the Puget Sound region should also be given with prior relevant planning and development experience elsewhere.

Each subconsultant firm will be named, with information about whether the subconsultant firm currently has a local office and how long established; and if not, where its headquarters office is located; whether or not it is currently certified in Washington as an WMBE firm; and the primary area(s) of expertise the firm will be providing in the contract. The number of personnel located in this region for each firm should also be included.

An organizational chart must be included, showing the roles of key individuals on the project, the reporting or organizational relationship for these individuals, and the firm for which each individual works. A brief narrative explanation of how the team is proposed to be organized should be included in the organizational chart. This should explain the respective roles of the project manager and key individuals, and how teamwork, mentoring, and technology transfer will be fostered.

2.2.2 Relevant Experience and Qualifications (Relates to Criteria 1 and 2)

This section of the submittal should concentrate upon the actual qualifications of individuals proposed for the project - the project manager and other key individuals.

For the proposed project manager, a concise resume of no more than 1/2 page should be provided, along with information about at least three (3) relevant prior projects in which the proposed project manager had a significant role. This information should include:

- a. Project name, location, and brief description.
- b. Responsibility or role of the key individual.

c. Name, address, and phone number of client reference familiar with individual's role on the project.

A brief description should also be provided of the key individual's special knowledge and experience related to problems, conditions, or circumstances applicable to the specific location of this project.

In addition, nor more than one page should be written describing the coverage and resources available collectively from all the firms to back up the proposed project manager and key individuals. It is not adequate to simply tally the number of individuals working for those firms. Describe the actual availability of persons with the required skills to back up key staff in significant technical areas, including skills drawn from local, WMBE and subconsultant firms, as well as from the prime consultant.

2.2.3 Project Approach (Relates to Criterion 3)

This section should be prepared in response to the Scope of Work (Section 1.3) in this Request. The City is especially interested in ideas or approaches to the project that are real and pragmatic, and that proposers would actually like to utilize or implement. The City is less interested in off-the-wall or brainstorm ideas not carefully thought through and of doubtful implementability. Please review Selection Criterion 3.

2.2.4 WMBE Information

This section should describe how the proposer's team will utilize and involve WMBE firms and personnel in the work of the project team (including as key project personnel); and the individual firms as well as the participation of people of color, women, and persons with disabilities on the project team.

Proposers are informed that the City has a required minimum participation of 21% MBE and 7% WBE for the scope of work described in this Request.

WMBE Plan

Provide a plan indicating how, and the extent to which WMBE firms will be involved in meeting the general scope of work, required areas of technical expertise, and including creative teaming of local and non-local firms to foster technology transfer and create stronger overall capabilities and other project requirements discussed in this RFP.

3.0 Selection Process

3.1 PREFACE

Interested firms are invited, and potential **prime consultants are strongly encouraged to attend a pre-proposal conference**, which will be held on Thursday, January 8th, 1998 at 1:30 p.m. in the Alaska Building's 15th Floor Training Room, 618 Second Avenue, Seattle WA 98104. Following evaluation of the Proposals, at least two finalists will be invited to participate in interviews. The City intends to award a contract to the most qualified firm, based upon the selection criteria included in the RFP document.

All information shall be submitted at the dates and times indicated herein to the City of Seattle, Office of Management and Planning, 600 Fourth Avenue, Room 300, Seattle, WA 98104 . For information regarding the consultant selection process and technical questions concerning the scope of work shall be directed to Stephen Antupit, (206) 684-8373.

Questions concerning WMBE issues shall be directed to Gregory Bell at: (206) 684-4548.

Communications with officials other than those listed above shall cause the firm involved to be subject to disqualification by the Consultant Selection Committee.

Proposers may need assistance in identifying WMBE firms that may be potentially identified to participate in the plan for WMBE participation. For a complete listing of certified WMBE firms, contact the State of Washington's Office of Minority and Women's Business Enterprises at (360) 753-9693 or visit the Internet site at <http://www.wsdot.wa.gov/omwbe/>.

The City strongly discourages prospective prime consultants from requiring subconsultants to pledge exclusive participation as part of any one single proposer team.

3.2 GENERAL

The procurement of these consultant services will be in accordance with City of Seattle and other applicable federal, state, and local laws, regulations, and procedures.

After reviewing this RFP, any firm that determines it has the necessary expertise, experience, and ability to successfully perform the required services may submit a Proposal addressing the items set forth herein. The Consultant Selection Committee will then evaluate the submittals and determine a minimum of two finalists who will be invited to participate in an interview. Finalists will be notified of the time, location, and structure of the interviews.

Any consultant selected as a *prime* consultant for the RTA's Environmental Impact Statement Contract will be prohibited from consideration as a *prime* consultant for this City of Seattle consultant contract.

The City reserves the right to reject any and all submittals received. The final selection, if any, will be that submittal which, in the opinion of the City, best meets the requirements set forth in the RFP and is in the best interest of the City. Firms are discouraged from presenting lengthy submittals; the City requires that submittals be concise and clearly written containing only essential information. Proposers are urged to use recycled/recyclable products and both sides of paper for printed and photocopied materials whenever practical. All costs incurred in the preparation of a submittal, including proposals, and participation in this RFP process shall be borne by the proposing firms. Submittals made in response to this RFP shall become the property of City and be considered public documents under applicable Washington State laws.

Any firm failing to submit information in accordance with the procedures set forth herein will not be considered responsive and will therefore be subject to disqualification by the City or its Consultant Selection Committee.

3.3 PROPOSAL SUBMITTAL

One original (unbound) and eight (8) copies of the Proposal shall be submitted. Proposals must be submitted no later than 2:00 p.m., local time, on January 23, 1998 to the following address:

Stephen Antupit
Re: Market Analysis, Station Area Planning, and Transit-Oriented Development Proposal
City of Seattle OMP

600 Fourth Avenue Room 300
Seattle, Washington 98104-1826

Proposals shall be submitted in a sealed box or envelope that is labeled with the Proposer's name and identified as containing a Proposal responding to the City's Request for Proposals for Market Analysis, Station Area Planning, and Transit Oriented Development consulting services. No oral, FAX, telegraphic or telephonic Proposals, or subsequent modifications to such Proposals will be considered except as specified herein. Proposals may be either mailed or hand delivered. The City is not responsible for late delivery caused by the Postal Service or private carriers. Any proposals received after the deadline will not be evaluated. All proposals become the property of the City of Seattle. The content of all proposals will be held confidential until the selection of a consultant is made. **Any proprietary data must be clearly marked.**

3.4 SCHEDULE

The selection process will proceed as outlined below.

<u>Event</u>	<u>Date</u>
Proposal release date	December 22, 1997
Pre-Proposal Conference	January 8, 1998
Deadline for Proposer Questions	January 13, 1998 (5:00 p.m.)
City Transmits Responses to Proposer Questions	January 16, 1998
Proposal Due Date	January 23, 1998 (2:00 p.m.)
Interviews	February 2 and 3, 1998
Anticipated Contract Execution	February 20, 1998

The City reserves the right to modify the procurement schedule as circumstances may warrant.

3.5 CONSULTANT SELECTION COMMITTEE

In accordance with applicable procedures, all information presented by firms (Proposals) will be evaluated by the City's Consultant Selection Committee with the assistance of the City staff. Generally, the Consultant Selection Committee is composed of department directors and division managers or their designees. For this contract, the Selection Committee may also include one or more planning and development directors from other cities.

With the assistance from the City staff, the Consultant Selection Committee will be responsible for selecting the finalists, ranking them subject to approval of the City's Regional Transit Manager, and making a recommendation to the Director of the Office of Management and Planning (OMP). The Director of OMP will make the final selection. In addition, certain members of the Consultant Selection Committee may participate in contract negotiations with the selected firm. Approval and award of the contract will be made pursuant to policies established by the City.

3.6 NOTIFICATION

After the City has made the final selection, the City plans to notify all firms submitting proposals of the results of the selection process within seven days.

3.7 CONTRACT TERMS AND NEGOTIATIONS

Two Part Contract. In recognition of the dynamic nature of this effort, the City intends to award the contract for work in two phases, Part A and Part B. This two-part approach is to ensure that the City retains sufficient flexibility to adjust the emphasis of consultant effort and focus of resources based on findings and/or consultant progress at critical points of the work.

Part A will include tasks related to corridor level and segment-specific market analyses, and start-up efforts necessary to begin the station area plans. These tasks are anticipated to be completed around mid-1998. At the completion of Part A, the consultant will report to the City on the status of the effort and propose how the Consultant team will be deployed to address the remaining, Part B, tasks. The City will then evaluate the proposal, assess the working relationships within the consultant team and with various stakeholders involved in Part A activities. The City may then, as it deems necessary, modify the distribution of effort within the consultant team, and/or add or change subconsultants to provide the needed expertise and resources to complete the full scope of work.

Scope Negotiations

The selected consultant shall be contacted and arrangements will be made to begin scope negotiations. These negotiations may be done by telephone, FAX, etc. A face-to-face meeting may be requested.

Cost Negotiations

After the scope of work has been negotiated and agreed to with the selected consultant, a cost proposal will be requested. Composite costs will be considered in light of the quality of services offered.

Agreement Preparation

After all negotiations have been successfully completed, the City will prepare the consultant Agreement (contract). Two (2) originals of this Agreement and certain Executive Services Department (ESD) forms (as described below) will be given to the consultant. The consultant will review and sign both original Agreements and complete the ESD forms, and return the package to the City.

Executive Services Department (ESD) Contract Compliance Approval

The Executive Services Department (ESD) Contract Compliance Section will look at the following:

1. EQUAL EMPLOYMENT OPPORTUNITY / AFFIRMATIVE ACTION

The Seattle Municipal Code (SMC) Chapter 20.44 (Ordinance 101432, as amended) requires consultants to provide equal employment opportunity in their hiring and employment practices. The Director of ESD requires the consultant to complete the following forms that must be submitted to ESD so that equal employment compliance can be monitored:

a. Sworn Statement for Compliance with Seattle Municipal Code Chapter 20.44. This form, to be signed by the selected consultant, makes promises and commitments to comply with the City's ordinances regarding the consultant's in-house hiring process and to provide training/educational opportunities for the advancement of underrepresented persons employed by the Consultant.

B. Contractor Work Force Report. This form, to be completed by the selected consultant, shows the consultant's permanent work force and projected work force for this contract.

C. Equal Employment Opportunity Report. This form, to be completed by the consultant and any subconsultants and submitted monthly to ESD throughout the term of the contract, shows the work force actually working on the project in a given month.

2. WOMEN'S AND MINORITY BUSINESS ENTERPRISES (WMBE) UTILIZATION

The Seattle Municipal Code (SMC) Chapter 20.46A (Ordinance 117080) requires consultants to meet or exceed WMBE set-aside requirements established by the ESD for the project.

City of Seattle Women's and Minority Business Enterprise Commitment Form. This form shows the WMBE firms that will be used on this contract and the dollar amounts associated with their work tasks.

The ESD Contract Compliance Section has established set-aside requirements for work under this contract as follows:

Minority Business Enterprises (MBE) utilization =21 %
Women's Business Enterprises (WBE) utilization = 7 %

These WMBE set-aside requirements must be met or exceeded in this contract. The selected consultant must identify who the WMBE firms are and how they will be used in the project. It is the prime consultant's responsibility to verify that the WMBE firms in the contract are in fact certified by the Washington State Office of Minority and Women's Business Enterprises (OMWBE). Information on certification may be obtained at the following address and telephone number:

**Office of Minority and Women's Business Enterprises
406 South Water, MS: FK-11
Olympia, Washington 98504-4611
Telephone No. (360) 753-9693**

After ESD has contacted the WMBEs to be used on this project, and has verified dollar amounts and work tasks, ESD will complete the approval process.

Final Execution and Order to Work

After the Office of Management and Planning receives ESD approval, the Director will sign the two (2) original agreements. At this time, the consultant will be contacted by the City's Project Manager who will authorize the consultant to begin work.